

B&F
Budget Worskshop
Agenda Item No. 2(A)

August 16, 2007

Departmental Budget Presentations

Budget and Finance Committee

Audit and Management

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

Audit and Management Services



SUMMARY

Audit and Management Services (AMS) performs audits to validate compliance with applicable rules and regulations and identifies opportunities to improve performance and foster accountability while promoting a more efficient and effective County government.

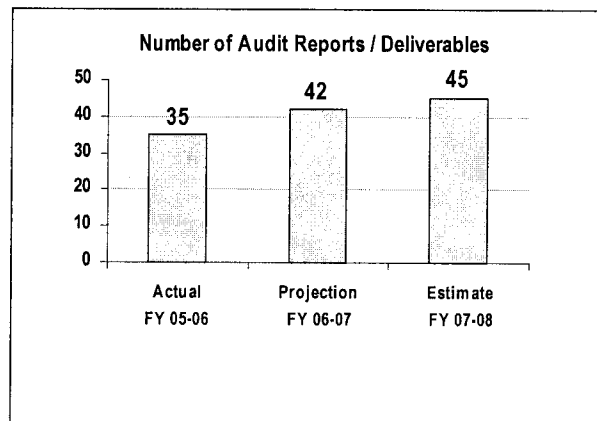
As part of the Enabling Strategies strategic area, AMS examines the operation of County government and external companies, contractors, and grantees to ensure that tax dollars are being spent appropriately and efficiently. AMS regularly performs audits of high-risk functions and activities, as well as responds to special audit requests from the Mayor, Board of County Commissioners, and County Manager. Audits are conducted in accordance with professional internal auditing standards, which require assessing risks, planning, and performing work to achieve desired objectives, and communicating results that are accurate, constructive, timely, and adequately supported.

AMS serves the public's interest by providing accurate information, unbiased analyses, and objective recommendations regarding public resources. In addition to audit services, AMS provides management advisory, consulting, and other services to County departments.

COMMUNITY BUDGET DOLLARS AT WORK

	Actual FY 05-06	Projection FY 06-07	Estimate FY 07-08
• Amount collected from assessments (in thousands)*	\$5,488	\$1,800	\$1,500
• Amount identified from assessments (in thousands)*	\$5,700	\$6,300	\$4,000
• Number of audits resulting in financial impact	14	14	10

* Note: Actual year-to-year data may vary significantly; the assessments consist of uncollected fees and other amounts owed to the County identified during the conduct of audits



FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

TABLE OF ORGANIZATION

AUDIT SERVICES

- Conducts operational, compliance, performance, information technology, and financial audits of County operations and external companies, contractors, and grantees
- Performs special examinations and reviews at the request of the Mayor, Board of County Commissioners, and County Manager
- Assesses the adequacy of internal controls, appraises resource management, and determines compliance with procedures, contract terms, laws, and regulations
- Provides guidance to operating departments in selecting external auditors, establishing internal controls, and other audit-related matters
- Furnishes staff support to law enforcement agencies and external auditors of the County

ADMINISTRATIVE SUPPORT SERVICES

- Provides departmental support primarily in the areas of budget preparation and fiscal management, procurement, personnel administration, audit report processing, inventory/file management, and information technology assistance

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 05-06	Budget FY 06-07	Proposed FY 07-08
Revenue Summary			
General Fund Countywide	2,599	3,383	3,720
General Fund UMSA	1,114	1,450	1,671
Fees for Services	1,210	1,458	1,558
Total Revenues	4,923	6,291	6,949
Operating Expenditures Summary			
Salary	3,498	4,470	4,914
Fringe Benefits	884	1,176	1,361
Other Operating	497	595	627
Capital	44	50	47
Total Operating Expenditures	4,923	6,291	6,949

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 06-07	Proposed FY 07-08	Budget FY 06-07	Proposed FY 07-08
Strategic Area: Enabling Strategies				
Administration	496	513	6	7
Audit Services	5,795	6,436	50	54
Total Operating Expenditures	6,291	6,949	56	61

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Enabling Strategies

Desired Outcome	Highlights	Performance Impact
ES1-1: Clearly-defined performance expectations and standards (priority outcome)	Conduct planned audits and follow-up resolutions to assure key audit findings are appropriately and timely addressed; assure timely communication of audit results	Issue at least 50 percent of audit reports within 90 calendar days after fieldwork completion
ES5-2: Retention of excellent employees	Retain existing staff and enhance staff development through on-going professional training	Enhance effectiveness in areas such as oversight, succession planning, and increased audit efficiency; retain sufficiently trained personnel to adequately address significant countywide audit risks; provide at least 40 hours annually of Continuing Professional Education (CPE) training to staff
ES8-1: Sound asset management and financial investment strategies	Conduct audits aimed at operational efficiency and effectiveness in County departments and agencies; produce constructive recommendations that are high-impact, yield dollar savings, foster process improvements, or result in cost avoidance	Develop an annual work plan focused on cost containment, revenue enhancement, service delivery, statutory and regulatory compliance related reviews; increase the number of issued reports to no less than 45 audit reports in FY 2007-08 from no less than 42 audit reports in FY 2006-07

CAPITAL BUDGET SUMMARY

(Dollars in Thousands)	PRIOR	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FUTURE	TOTAL
Revenue									
Capital Outlay Reserve	15	123	0	0	0	0	0	0	138
Total:	15	123	0	0	0	0	0	0	138
Expenditures									
Strategic Area: Enabling Strategies									
Equipment Acquisition	15	71	0	0	0	0	0	0	86
Telecommunications Equipment	0	52	0	0	0	0	0	0	52
Total:	15	123	0	0	0	0	0	0	138

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(Dollars in Thousands)				
	Actual FY 04-05	Actual FY 05-06	Budget FY 06-07	Projection FY 06-07	Proposed FY 07-08
Rent	0	224	255	285	300
Employee Overtime	1	0	2	2	2
Travel	11	5	11	12	13
In-Service Training	38	67	89	89	72

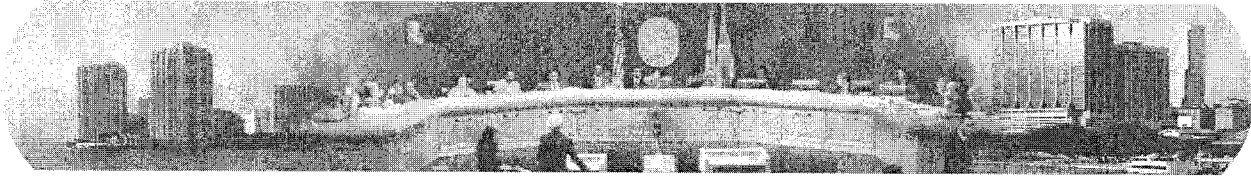
ADDITIONAL COMMENTS AND HIGHLIGHTS

- In FY 2006-07, two positions were added as overages: one Administrative Officer 1 position in the Administration Division to support the timely and efficient generating of audit reports and one Audit Manager position in the Audit Services Division to provide additional departmental oversight; the department's FY 2007-08 Proposed Resource Allocation Plan includes these positions
- In FY 2007-08, the department will continue to sponsor a workshop for County departments designed to improve the effectiveness of programmatic monitoring countywide
- The FY 2007-08 Proposed Resource Allocation Plan includes the addition of three auditor positions in the Audit Services Division (\$285,000) in order to enhance the Department's ability to address significant audit and control risks throughout the County and increase the number of high risk audits that can be completed by at least three
- The FY 2007-08 Proposed Resource Allocation Plan includes \$1.558 million for direct services from the following County departments: Aviation (\$440,000), Water and Sewer (\$440,000), Housing Agency (\$110,000), Seaport (\$110,000), OCITT (\$100,000), Solid Waste Management (\$110,000), and Transit (\$248,000)

**Commission Auditor
and
Intergovernmental Affairs**

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

Board of County Commissioners



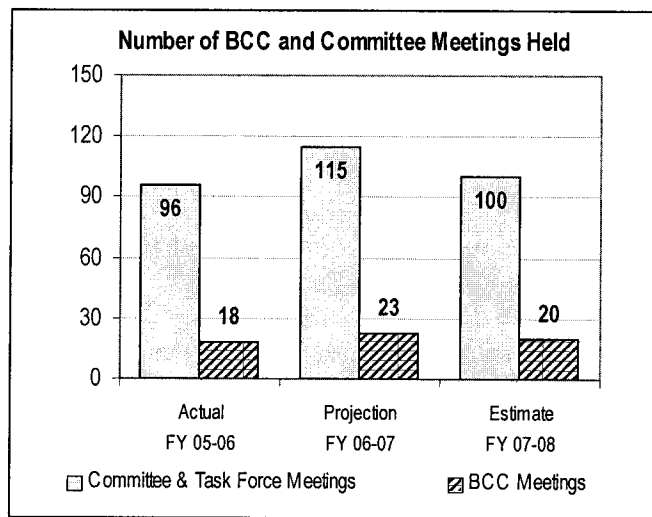
SUMMARY

The Miami-Dade County Board of County Commissioners (BCC or the Board) is the legislative and governing body of Miami-Dade County. One County Commissioner is elected from each of Miami-Dade County's 13 districts to serve a four-year term. Registered voters from the district in which the Commission candidate resides choose Commissioners in non-partisan elections. The Commissioners elect a Chairperson who then appoints the Chairperson, Vice-Chairperson, and members of all committees. Each Commissioner's salary is set by County Charter at \$6,000 per year. District elections are held every four years, with the most recent election of Commissioners from even-numbered districts held in 2006. Elections of Commissioners from odd-numbered districts will be held in 2008.

The BCC reviews and adopts comprehensive development land use plans for the County; licenses and regulates taxis, jitneys, limousines, and rental cars; sets tolls and policy regarding public transportation systems; regulates utilities; adopts and enforces building codes; establishes zoning controls; and establishes policy relating public health, safety services and facilities, cultural facilities, housing programs, and other services. The BCC sets the property tax millage rates and approves the County's budget, which determines the expenditures and revenue necessary to operate all County services, and enacts the County's strategic plan on an annual basis. All meetings are public and the Commission can take no action unless a majority of Commissioners currently serving in office is present. The Commission may override a Mayoral veto at its next regularly scheduled meeting by a two-thirds vote of those present.

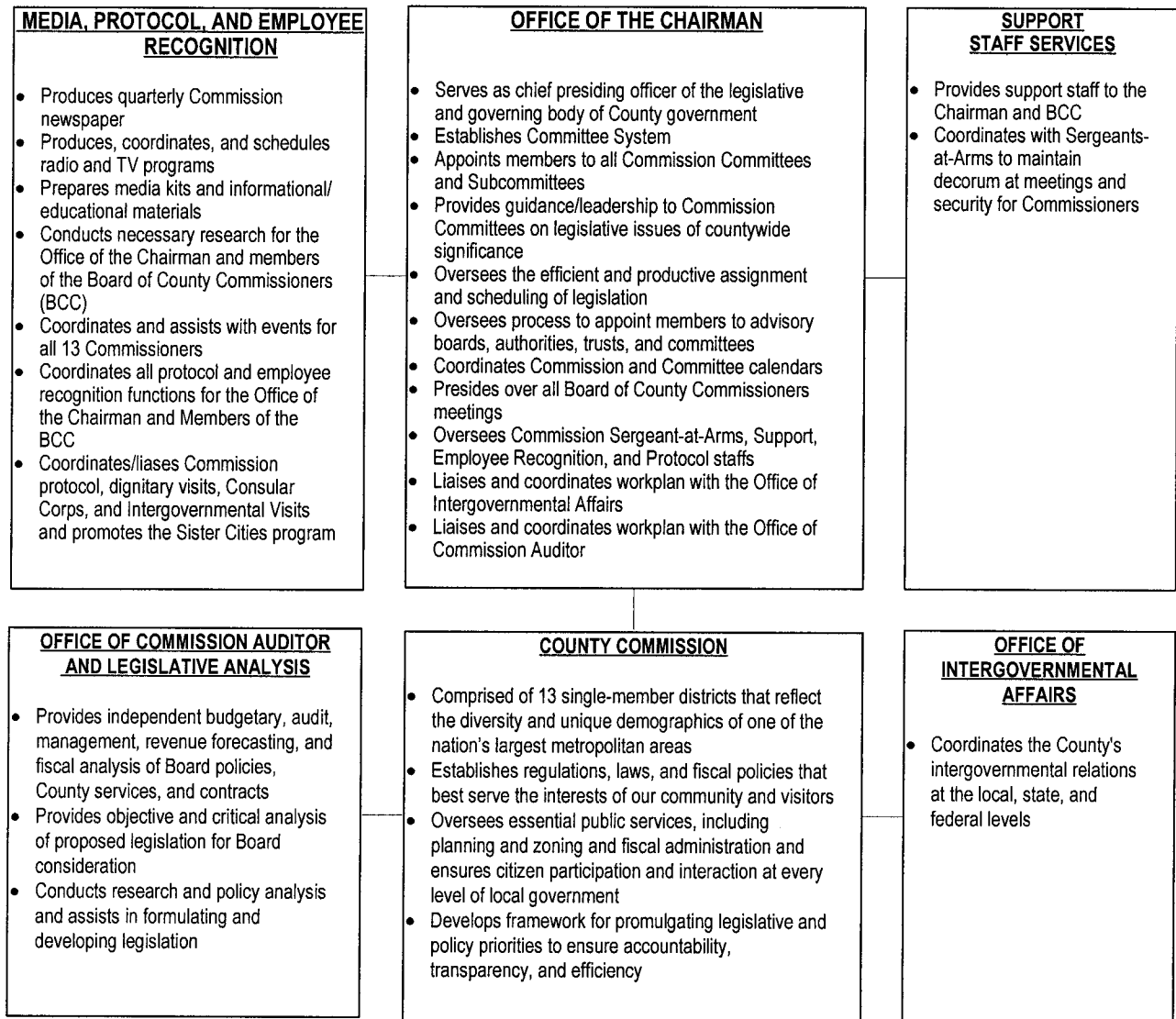
The BCC performs policy-making functions and advocates for Miami-Dade County citizens at all levels of government.

COMMUNITY BUDGET DOLLARS AT WORK



FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

TABLE OF ORGANIZATION



FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 05-06	Budget FY 06-07	Proposed FY 07-08
Revenue Summary			
General Fund Countywide	10,987	12,336	11,699
General Fund UMSA	4,708	5,286	5,255
Interagency Transfers	1,379	1,349	581
Total Revenues	17,074	18,971	17,535
Operating Expenditures Summary			
Salary	9,812	10,928	10,468
Fringe Benefits	3,021	3,391	3,196
Other Operating	3,980	4,491	3,738
Capital	82	161	133
Total Operating Expenditures	16,895	18,971	17,535

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 06-07	Proposed FY 07-08	Budget FY 06-07	Proposed FY 07-08
Strategic Area: Policy Formulation				
Board of County Commissioners	12,548	10,656	130	122
Intergovernmental Affairs	1,133	996	7	7
Office of Commission Auditor	1,945	2,830	19	28
Office of the Chair	1,505	1,163	13	11
Support Staff	1,840	1,890	17	16
Total Operating Expenditures	18,971	17,535	186	184

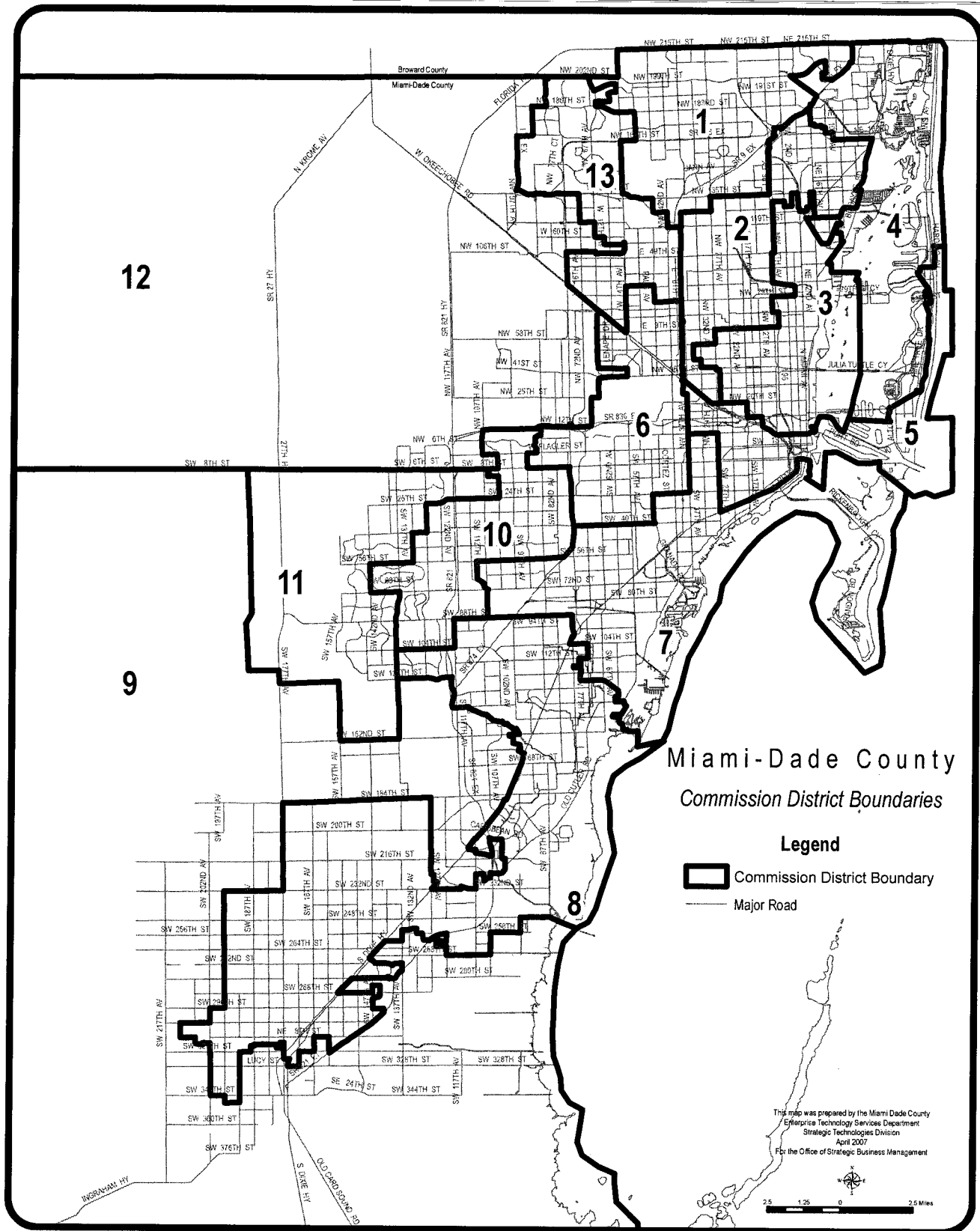
ADDITIONAL COMMENTS AND HIGHLIGHTS

- The FY 2007-08 Proposed Budget for the Board of County Commissioners has been reduced by 15 percent from the funding required to continue the FY 2006-07 level of service (\$3.134 million); it is at the discretion of the Board to determine the application of this reduction
- In accordance with the Board-approved satellite office policy, estimated satellite district office space costs are included in the FY 2007-08 Proposed Resource Allocation Plan within each individual BCC Office budget
- During the most recent session of the Florida Legislature, the Board of County Commissioners worked diligently to ensure that critical services would not be severely impacted while property tax relief would be provided to residents
- During FY 2006-07, a new committee to focus on Miami International Airport and tourism was created bringing the total number of committees for the Board to seven; in addition to overseeing all aviation issues, the committee also coordinates with outside agencies such as the Greater Miami Convention and Visitors Bureau, the Miami-Dade Sports Commission, the Miami Intermodel Center, the Super Bowl Committee, and the Tourist Development Council; in addition, the committee provides oversight of a possible new Marlins baseball facility
- In an effort to effectively address the affordable housing crisis in Miami-Dade County, the Board of County Commissioners adopted legislation focused on strengthening and reforming the County's Infill Housing program; the reforms include and are not limited to: requiring homes in the program to carry a restrictive covenant ensuring that homes will remain affordable for at least a period of 20 years under the same owner and up to 60 years if the property changes ownership and provides single-family homes to low-income families on County-owned lots; in addition, the reforms also provide land for the Infill Housing program, as well as County forgiving liens and providing construction and rehabilitation loans to encourage redevelopment of property through county documentary stamp surtax and the State Housing Initiatives Partnership
- The Board continues to address economic disparity in Miami-Dade County by adopting legislation that directs the Beacon Council and the Office of Community and Economic Development to create an incentive program that encourages out-of-state manufacturing and technological firms to establish offices and/or factories in urban areas of the County
- In response to the demands presented during the 2005 Hurricane season, the Board continues to find ways to improve the delivery of critical services and needs to the Miami-Dade County community; during FY 2006-07, the Board urged the State Legislature to restore local government's power to regulate the use of generators or to require gas stations and stores to have back up power available in case of a hurricane

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

- Making County services easily accessible to county residents continues to be a priority for the Board of County Commissioners; during FY 2006-07, the Board adopted via resolution the creation of three new County websites: one providing affordable housing information, one providing building permit information, and one providing Miami-Dade TV programs on-line
- The Board continues to encourage and promote the enhancement of the County's General Fund Reserve balances; the Emergency Contingency Reserve in the Countywide General Fund and reserve balances within the UMMA General Fund and other taxing jurisdictions have all been increased
- During FY 2006-07, services to seniors were further enhanced by establishing the "Seniors Never Alone" helpline program; the program is monitored through the Switchboard of Miami and enables seniors that live alone to receive emergency assistance at moment's notice
- The Board continues to make every effort to retain federal funding levels for grant funded programs, including the Community Development Block Grant (CDBG) and the Ryan White HIV/AIDS Treatment Modernization Act of 2006 grant which assists persons with HIV/AIDS
- During FY 2006-07, the Board adopted resolutions calling on the President, Congress, and the U.S. Secretary of Homeland Security to grant Haitians temporary protected status, to remain in the country and obtain work authorization but not permanent resident status, and to urge a temporary moratorium on detentions and deportation of undocumented immigrants with no criminal convictions
- Protecting our children is a priority for the Board of County Commissioners; the Board adopted an ordinance requiring a background check of every person providing services within County parks, this includes all coaches and referees of children sports, carnival and fair workers, vendors holding permits to sell food, beverages, or other merchandise, community-based organizations utilizing County parks, and Miami-Dade County Park and Recreation employees who work in the parks; in addition, the ordinance requires that anyone that works in or volunteers at a County park wear a picture I.D. at all times
- Protecting the environment has become a national/global effort and Miami-Dade County has joined that effort by agreeing to participate as a Phase II member of the Chicago Climate Exchange which requires a six percent reduction in emissions by the year 2010 to help reduce the effects of global warming; in addition, the Board has created a Climate Exchange Advisory Task Force comprised of community volunteers to help the County achieve its goals
- The FY 2007-08 Proposed Resource Allocation Plan continues to include funding for the Washington and Tallahassee offices of the Office of Intergovernmental Affairs

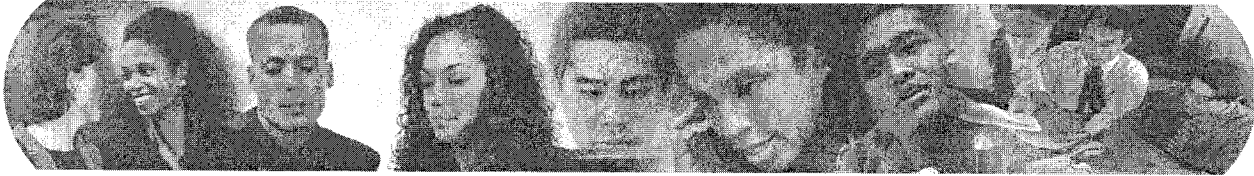
2007 - 2008 Proposed Resource Allocation and Multi-Year Capital Plan



Fair Employment Practices

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

Fair Employment Practices



SUMMARY

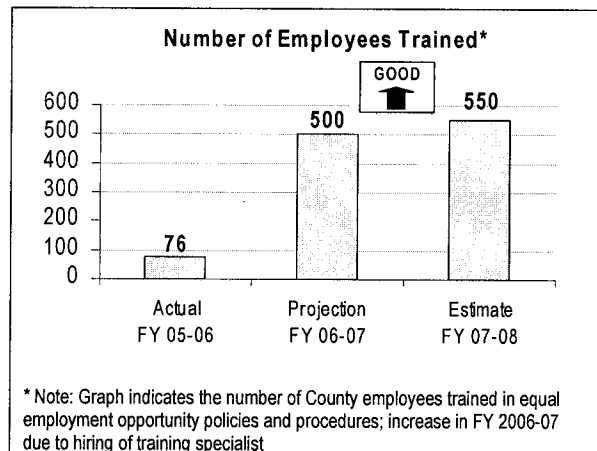
The Office of Fair Employment Practices (OFEP) has the overall responsibility for the development, implementation, and monitoring of the County's Affirmative Action Program and fair employment guidelines to ensure equal employment opportunity to all without regard to race, sex, color, national origin, religion, age, disability, ancestry, marital status, pregnancy, or veteran's status, and to prohibit unlawful discrimination on such basis.

As part of the Enabling Strategies strategic area, OFEP promotes equal employment policies and practices, conducts administrative and field investigations of complaints of discrimination, performs fact-finding conferences, provides mediation to resolve workplace conflicts, and develops and administers training programs with an emphasis toward creating a discrimination-free environment.

The services provided by OFEP are available to every Miami-Dade County employee and prospective applicant. OFEP partners with the Department of Human Resources, the County Attorney's Office, the Equal Employment Opportunity Commission (EEOC), the County Executive Offices, and other County departments.

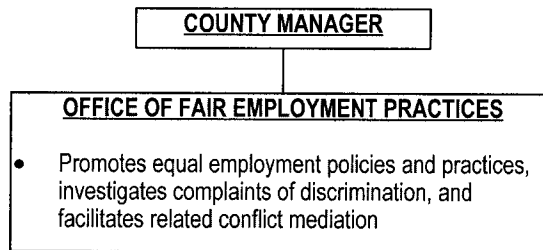
COMMUNITY BUDGET DOLLARS AT WORK

	Actual FY 05-06	Projection FY 06-07	Estimate FY 07-08
• Number of new cases received annually	127	120	120
• Percent of cases reviewed within 30 days	51%	46%	46%
• Percent of cases reviewed within 60 days	100%	100%	100%



FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

TABLE OF ORGANIZATION



FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 05-06	Budget FY 06-07	Proposed FY 07-08
Revenue Summary			
General Fund Countywide	510	759	613
General Fund UMSA	218	326	275
Total Revenues	728	1,085	888
Operating Expenditures Summary			
Salary	559	811	650
Fringe Benefits	141	202	182
Other Operating	24	70	55
Capital	4	2	1
Total Operating Expenditures	728	1,085	888

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 06-07	Proposed FY 07-08	Budget FY 06-07	Proposed FY 07-08
Strategic Area: Enabling Strategies				
Fair Employment Practices	1,085	888	8	8
Total Operating Expenditures	1,085	888	8	8

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Enabling Strategies

Desired Outcome	Highlights	Performance Impact
ES5-3: Motivated, dedicated workforce team aligned with organizational priorities	Continue training regarding equal employment policies and practices through the promotion of a training website (\$100,000 from Capital Outlay Reserve (COR) over two years starting in FY 2006-07)	Expand equal employment opportunity training to all County employees with Internet access through an E-learning website at a lower cost than traditional in-class programs
ES5-3: Motivated, dedicated workforce team aligned with organizational priorities	Implement countywide workplace violence (WPV) program and procedures; incorporate WPV training into OFEP countywide equal employment training program, and administer multi-department workplace violence resource team	Minimize employee risk of harm from workplace violence or threat of violence

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)	Continue coordination with the Department of Human Resources to implement the diversity and fair employment training portion of the County's executive development program	Provide training in equal employment policies and practices to all executives over the next two fiscal years
ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)	Enhance staff development to continue overhaul of County anti-discrimination training with emphasis on management strategies and employee rights	Ensure OFEP best practices and awareness of evolving case law through specialized training in the areas of Civil Rights, Affirmative Action, Workplace Diversity, Employment Law, and Workplace Violence

CAPITAL BUDGET SUMMARY

(Dollars in Thousands)	PRIOR	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FUTURE	TOTAL
Revenue									
Capital Outlay Reserve	95	105	43	0	0	0	0	0	243
Total:	95	105	43	0	0	0	0	0	243
Expenditures									
Strategic Area: Enabling Strategies									
Departmental Information Technology Projects	95	105	43	0	0	0	0	0	243
Total:	95	105	43	0	0	0	0	0	243

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(Dollars in Thousands)				
	Actual	Actual	Budget	Projection	Proposed
	FY 04-05	FY 05-06	FY 06-07	FY 06-07	FY 07-08
Travel	6	1	5	6	6

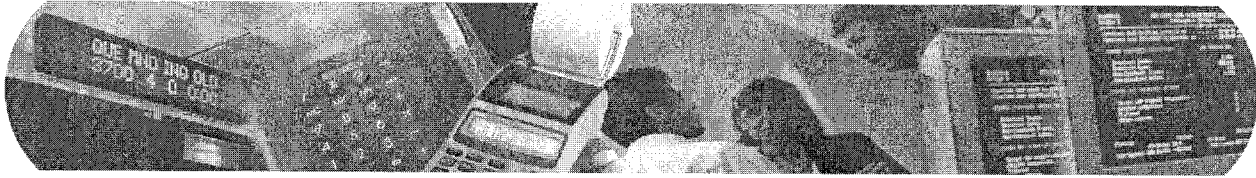
ADDITIONAL COMMENTS AND HIGHLIGHTS

- The Department will continue expanding equal employment opportunity training to all County employees through an E-learning website (\$100,000 from COR over two years starting in FY 2006-07)
- In FY 2007-08, the department will continue the implementation of the equal employment opportunity (EEO) complaint case management system and training of County employees, especially the departmental Fair Employment Practices liaisons (\$143,000 from COR over three years starting in FY 2006-07)

Finance

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

Finance



SUMMARY

The Finance Department delivers financial services for sound management decision-making and is responsible for centralized accounting, cash management, financial and debt management services, tax collection and distribution, and the collection of delinquent accounts for various County departments.

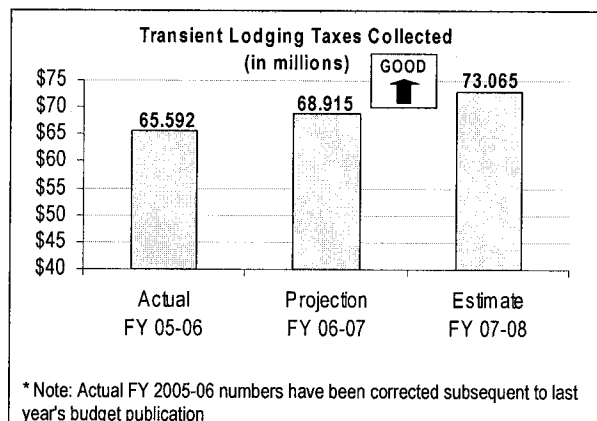
As part of the Enabling Strategies strategic area, the Finance Department provides fiscal and accounting controls over resources. The Department collects and distributes current and delinquent real and personal property taxes, non-ad valorem special assessments for all local taxing authorities within Miami-Dade County, local business tax receipts, and convention and tourist taxes. The Department also acts as an agent on behalf of the State of Florida to issue automobile, boat, hunting and fishing licenses; invests surplus funds and maintains sufficient cash balances in compliance with Florida Statutes and County ordinances; and manages the County's debt financing and debt issuances.

The Finance Department serves all County departments as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with the County Executive Offices, the County Attorney's Office, the Office of the Clerk, the Office of Strategic Business Management, and outside financial consultants.

COMMUNITY BUDGET DOLLARS AT WORK

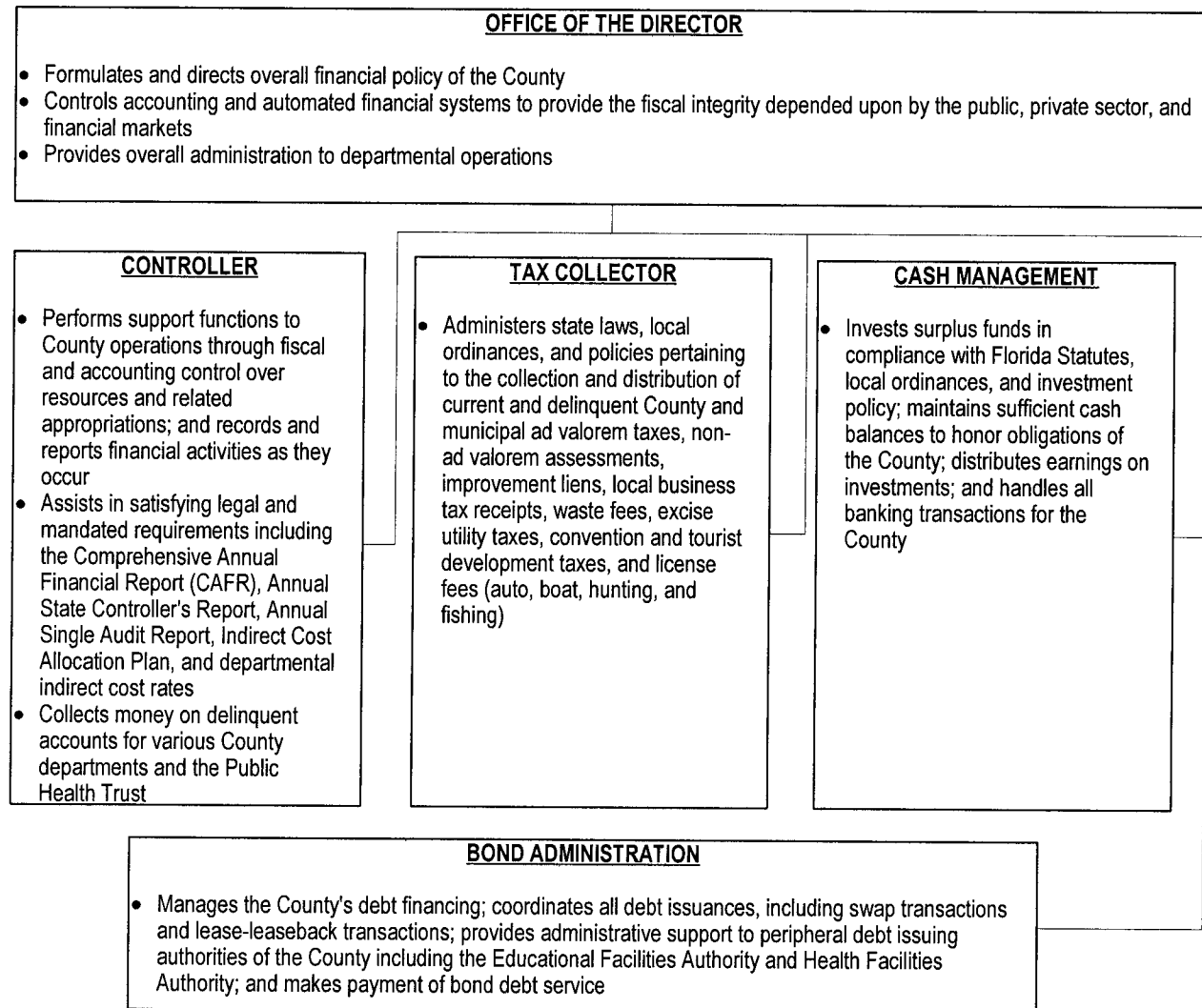
	Actual FY 05-06	Projection FY 06-07	Estimate FY 07-08
• Percent of invoices paid within 45 days of receipt	84%	84%	85%
• Percent of vendor disbursements made via Automated Clearing House (ACH)*	58%	58%	56%
• Percent rate of return on County investments	4.40%	4.40%	4.25%

* Note: ACH is the process to electronically transmit a payment directly to the vendor's bank account



FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

TABLE OF ORGANIZATION



FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 05-06	Budget FY 06-07	Proposed FY 07-08
Revenue Summary			
Ad Valorem Fees	10,909	10,016	11,819
Auto Tag Fees	12,113	12,476	12,714
Bond Transaction Fees	814	645	1,145
Carryover	5,616	5,663	7,900
Credit and Collections	3,810	3,480	3,237
Local Business Tax Receipt	3,426	3,238	3,579
Other Revenues	2,130	2,296	2,458
QNIP Bond Proceeds	100	100	100
Tourist Tax Fees	2,171	2,441	2,495
Federal Funds	481	593	667
Total Revenues	41,570	40,948	46,114
Operating Expenditures Summary			
Salary	16,536	18,431	18,877
Fringe Benefits	5,171	5,943	6,072
Other Operating	7,071	8,416	8,236
Capital	239	2,915	3,147
Total Operating Expenditures	29,017	35,705	36,332
Non-Operating Expenditures Summary			
Reserve	11	443	1,140
Transfers	4,195	4,800	8,626
Total Non-Operating Expenditures	4,206	5,243	9,766

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 06-07	Proposed FY 07-08	Budget FY 06-07	Proposed FY 07-08
Strategic Area: Enabling Strategies				
Bond Administration	2,144	2,073	7	7
Cash Management	1,661	1,568	6	6
Controller's Division	10,366	10,683	124	123
Director's Office	791	820	7	7
Tax Collector's Office	20,743	21,188	209	188
Total Operating Expenditures	35,705	36,332	353	331

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Enabling Strategies

Desired Outcome	Highlights	Performance Impact
ES8-1: Sound asset management and financial investment strategies	Monitor the County's portfolio composition on a daily basis	Achieve an average rate of return on County funds that is competitive with the average rate of return for the County's industry benchmarks (six month average on 180 day Treasury Bills and the State of Florida Board of Administration Pool)
ES8-4: Cohesive, standardized countywide financial systems and processes	Expedite payment of invoices	Maintain the goal for invoices paid within 45 days at 85 percent and the goal for payments made via Automated Clearing House (ACH) at 56 percent
ES8-4: Cohesive, standardized countywide financial systems and processes	Complete the installation of a data warehouse for the Controller's Division (\$700,000)	Facilitate reporting and data management of financial information; reduce staff time necessary to pull customized financial reports; and create dashboard reports for management analysis

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

ES8-4: Cohesive, standardized countywide financial systems and processes	Identify and implement cost effective internal control processes and systems that affect the Controller's Division by adding one overage Special Projects Administrator 1 position (\$95,000)	Streamline internal processes in the Controller's Division; prepare for the countywide implementation of the financial suite of the Enterprise Resource Planning (ERP) system
ES8-5: Effective County tax collection and property appraisal process	Renovate the Auto Tag Warehouse (\$250,000)	Provide one-stop service to the 25 private auto tag agencies in Miami-Dade County
ES8-5: Effective County tax collection and property appraisal process	Purchase an Electronic Data Management System (EDMS) for the Tax Collector's Office (\$350,000)	Reduce staff time required to respond to taxpayer and other customer inquiries and facilitate the reporting and data management of tax payment information
ES8-5: Effective County tax collection and property appraisal process	Purchase a new tax system over three years to replace the current legacy system (\$5 million)	Improve connectivity to other County financial systems, enhance reporting capabilities, and reduce staff time required to research tax refunds

CAPITAL BUDGET SUMMARY

(Dollars in Thousands)	PRIOR	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FUTURE	TOTAL
Revenue									
Operating Revenue	630	2,980	3,895	450	0	0	0	0	7,955
Total:	630	2,980	3,895	450	0	0	0	0	7,955
Expenditures									
Strategic Area: Enabling Strategies									
Computer and Systems Automation	340	2,620	3,615	250	0	0	0	0	6,825
Computer Equipment	200	200	200	200	0	0	0	0	800
Facility Improvements	90	160	80	0	0	0	0	0	330
Total:	630	2,980	3,895	450	0	0	0	0	7,955

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(Dollars in Thousands)				
	Actual FY 04-05	Actual FY 05-06	Budget FY 06-07	Projection FY 06-07	Proposed FY 07-08
Contract Temporary Employees	238	437	175	357	259
Rent	137	1,148	1,259	1,374	1,566
Travel	69	79	86	78	82
Transfers and Reimbursements					
• Office of Strategic Business Management - Bond Administration Support	175	175	175	175	175
• County Attorney's Office - Legal Services	450	450	450	450	450
• Capital Outlay Reserve Fund - Pay-as-you-go Capital Projects	4,800	4,195	4,800	4,800	8,626

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

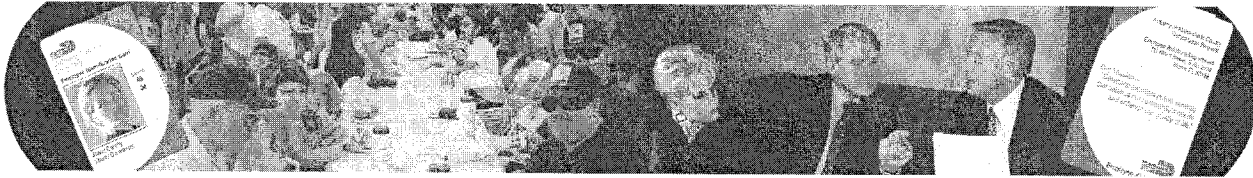
ADDITIONAL COMMENTS AND HIGHLIGHTS

- The FY 2007-08 Proposed Resource Allocation Plan includes full year funding for five additional positions in the Tax Collector's Office (\$316,000) and three additional positions in the Controller's Division (\$216,000) that were budgeted at 75 percent in FY 2006-07; the responsibilities assigned to these positions include improving the turn around time for tax refunds and other tax payment-related customer requests, ensuring appropriate controls in the invoice payment and tax payment functions, and supporting business tax receipt revenue collections
- During FY 2007-08, the Tax Collector's Office will continue to streamline the existing mail and payment processes by replacing the first of two fast payment processors (\$200,000)
- In FY 2007-08, the Department will transfer \$8.626 million to the Capital Outlay Reserve (COR) to fund pay-as-you-go capital projects in other County departments; this amount represents an increase of \$3,826 million over the \$4.8 million transfer in FY 2006-07; the increase is due to reductions in staffing and line item spending, as well as an increase in projected revenue from the FY 2006-07 property tax sale
- During FY 2007-08, the Department will receive \$857,000 in reimbursements from other County departments and funding sources: Metropolitan Planning Organization (\$40,000), Quality Neighborhood Improvements Program (\$100,000), Federal Emergency Management Agency grant revenue for administrative services (\$667,000), and Tourist Development Tax (\$20,000) for accounting support; and Non-Departmental General Fund (\$30,000) for audit support
- The FY 2007-08 Proposed Resource Allocation Plan budgets the Department's capital expenditures under the Operating Capital category in the Financial Summary; this is a change from the FY 2006-07 Adopted Budget, wherein capital expenditures were budgeted under the Non-Operating Transfer category in the Financial Summary
- During FY 2007-08, the Department of Community Services will fund the following eight positions in the Controller's Division: one Accountant 3, one Accountant 2, one Accountant 1, four Account Clerks, one Clerk 3; these positions support the vendor payment processing associated with two state-funded subsidized childcare programs (School Readiness and Voluntary Pre-Kindergarten)
- The Credit and Collections Section continues operating under a performance Memorandum Of Understanding (MOU) that provides financial incentives to collectors; from April 1, 2006 through March 31, 2007, collectors generated \$4.6 million from qualifying payments resulting in eligible employees receiving bonuses totaling \$54,340
- As a result of property tax relief initiatives, the Department will reduce contingency reserves by \$912,000 in FY 2007-08; in addition, the Tax Collector will close the branch office located at the South Dade Government Center (savings of \$808,000 and elimination of 13 positions); the branch office processed over 64,000 property tax, local business tax, and auto tag fee payments during FY 2005-06, which represented one percent of all transactions processed by the Tax Collector's Office during that fiscal year
- During FY 2007-08, the Department will eliminate 10 vacant positions throughout the Finance Department: one Account Clerk, three Collection and Enforcement Officers, one Information Systems Administrator, one Micrographics Technician, one Tax Record Specialist 2, and one Tax Collector Supervisor 2 in the Tax Collector's Office (\$469,000 in savings); and one Accountant 1 and one Cashier 1 in the Controller's Division (\$99,000 in savings)

Human Resources

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

Human Resources



SUMMARY

The Department of Human Resources (DHR) manages and provides human resources services in a fiscally responsible manner and attracts, develops, and retains an effective and dedicated County workforce. DHR functions as an internal service provider and a regulatory entity that ensures the proper administration of a comprehensive human resources system, promotes the equitable treatment of employees, and rewards results-oriented job performance.

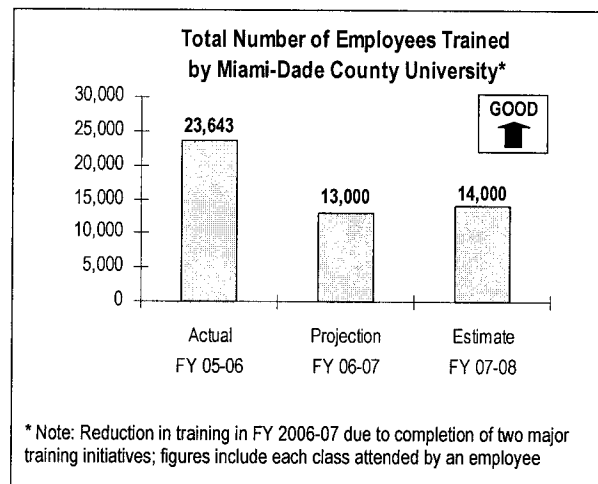
As part of the Enabling Strategies strategic area, DHR provides centralized employee relations services including recruitment, compensation and pay plan administration, and payroll services. DHR also maintains County employee personnel and medical records, negotiates and administers labor contracts, provides and coordinates centralized County employee training through Miami-Dade County University (MDCU), and manages the Employee Suggestion Program (ESP) and Employee Support Services (ESS).

DHR provides services to all County departments and employees. The Department is the gateway through which qualified individuals become County employees, who in turn provide government services to the entire community.

COMMUNITY BUDGET DOLLARS AT WORK

	Actual FY 05-06	Projection FY 06-07	Estimate FY 07-08
• Overall Department of Human Resources satisfaction rating from annual survey (goal is a rating of 4.5 on a scale of 1 to 5)	4.66	4.66	4.5
• Participants in Employee Suggestion Program awareness efforts annually*	5,271	1,318	1,000
• Percent of accurate paychecks issued	98.35%	98%	98%
• Percent of County employees that rate their Miami-Dade County University classroom experience above satisfactory	99%	98%	95%
• Percent of Performance Evaluation/ Appeals Processed Timely	96%	100%	100%

* Note: Large decrease in outreach in FY 2006-07 due to suspension of program promotional efforts that did not yield significant savings suggestions; actual FY 2005-06 numbers have been corrected subsequent to last year's budget publication



FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<u>OFFICE OF THE DIRECTOR</u> <ul style="list-style-type: none">• Formulates policy; administers the County's employee relations systems; advises departments on personnel issues and appropriate methods of problem resolution; coordinates all recruitment and personnel issues and actions for Miami-Dade County; and provides general administrative support, including fiscal management, budget preparation, procurement, records management, and management information systems		
<u>PERSONNEL SERVICES</u> <ul style="list-style-type: none">• Assists departments in recruitment and selection of qualified job applicants, including the development, administration, and validation of competitive recruitment methods to include competitive examination and all related functions; processes new hire employees; oversees background checks and criminal history records• Administers the County classification and pay plan• Provides career counseling and information on personnel issues; performs departmental personnel officer functions• Administers layoff procedures; coordinates transfers, reinstatements, and interagency internal placement activities• Maintains County leave manual	<u>LABOR MANAGEMENT AND EMPLOYEE APPEALS</u> <ul style="list-style-type: none">• Plans, directs, develops, and coordinates the negotiation and administration of all collective bargaining agreements for County employees in accordance with Florida statutes; processes, coordinates, and conducts discipline appeals, classification appeals, career service grievances, performance evaluation appeals, job abandonment appeals, short-term disability leave appeals, unemployment compensation appeals, and name clearing hearings; and administers the Employee Mediation Program• Administers the countywide physical examination program and the drug testing program	<u>ADMINISTRATIVE SERVICES</u> <ul style="list-style-type: none">• Processes Human Resource, payroll, leave, and attendance transactions for all County employees• Maintains central personnel and medical files, including the Employee Master File and County Table of Organization; provides employment verification• Processes employee tuition reimbursements, deductions and various benefits programs including the Departure Incentive Program, Deferred Retirement Option Program, and Florida Retirement System
<u>CAREER DEVELOPMENT</u> <ul style="list-style-type: none">• Provides and coordinates training as part of Miami-Dade County University (MDCU) for Miami-Dade County employees• Coordinates interagency training for the County and coordinates departmental ADA procedures• Coordinates seasonal employment programs• Administers the Employee Suggestion Program (ESP) and Employee Support Services (ESS)• Coordinates the County's succession plan		

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 05-06	Budget FY 06-07	Proposed FY 07-08
Revenue Summary			
General Fund Countywide	6,450	8,369	8,098
General Fund UMSA	2,766	3,585	3,638
Interagency Transfers	3,295	1,554	1,663
Total Revenues	12,511	13,508	13,399
Operating Expenditures Summary			
Salary	8,632	9,265	9,282
Fringe Benefits	2,361	2,607	2,613
Other Operating	1,401	1,503	1,395
Capital	117	133	109
Total Operating Expenditures	12,511	13,508	13,399

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 06-07	Proposed FY 07-08	Budget FY 06-07	Proposed FY 07-08
Strategic Area: Enabling Strategies				
Administration	1,823	2,011	8	11
Career Development & Employee Assistance	2,677	2,188	25	18
Labor Management	881	1,193	8	8
Payroll and Records Management	4,138	4,193	62	64
Recruitment and Compensation	3,989	3,814	55	51
Total Operating Expenditures	13,508	13,399	158	152

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Enabling Strategies

Desired Outcome	Highlights	Performance Impact
ES4-6: County processes improved through information technology	Complete the audit and backfiling of County employee personnel and medical records into the Electronic Document Management System (EDMS) (\$2.281 million from Capital Outlay Reserve (COR) over six years for audit and backfiling)	Maximize the return on previous EDMS investments in the Administrative Services Division; increase efficiencies in the filing, storage, and retrieval of unstructured data (i.e., paper records)
ES5-1: Expeditiously provide Departments with qualified personnel	Complete departmental reorganization to meet new customer demands in a budget neutral fashion; the reorganization involves recasting positions that previously supported manual processes and levels of middle-management into strategic coordinator positions	The four newly created Strategic Coordinator positions will support management in responding to requests for special projects and reports, implement strategic initiatives, and research and implement human resources best practices
ES5-3: Motivated, dedicated workforce team aligned with organizational priorities	Continue to recruit individuals with disabilities to participate in one year internships through the Outreach Intern Program (\$145,000)	Recruit and hire disabled individuals to participate in one-year internships with rotational assignments in a variety of County departments

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)	Continue to expand the new executive and mid-manager development program (\$500,000)	Increase the number of executive and mid-manager training units provided to 850 in FY 2007-08 from 450 in FY 2006-07; the new executive and mid-manager development program will enhance the leadership, customer service, performance management, and management innovation skills of over 2,500 executives and mid-managers countywide
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CAPITAL BUDGET SUMMARY

(Dollars in Thousands)	PRIOR	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FUTURE	TOTAL
Revenue									
Capital Outlay Reserve	0	546	528	379	378	378	230	0	2,439
Total:	0	546	528	379	378	378	230	0	2,439
Expenditures									
Strategic Area: Enabling Strategies									
Computer and Systems Automation	0	546	528	379	378	378	230	0	2,439
Total:	0	546	528	379	378	378	230	0	2,439

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(Dollars in Thousands)				
	Actual FY 04-05	Actual FY 05-06	Budget FY 06-07	Projection FY 06-07	Proposed FY 07-08
Travel	5	3	43	21	43
Contract Temporary Employees	0	332	527	520	527

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

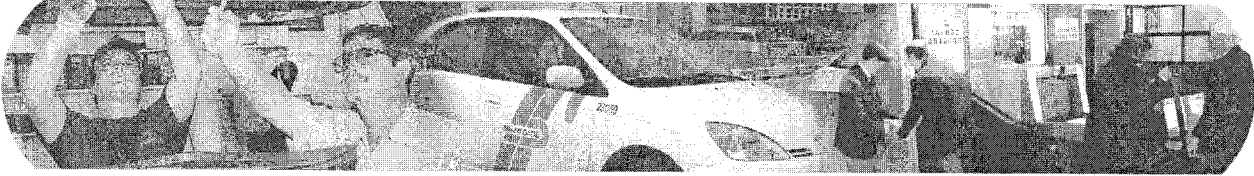
ADDITIONAL COMMENTS AND HIGHLIGHTS

- As a result of the successful implementation of the Enterprise Resource Planning (ERP) recruitment module in FY 2006-07, County departments will benefit from the simplified job application and applicant tracking processes; also, the new system eliminates several manual transactions relating the recruitment function and enables DHR recruitment staff to provide higher value recruitment services to County departments
- In FY 2007-08, the Department will receive \$368,000 from various departments for MDCU training; other reimbursements to DHR from County departments include: \$65,000 from the General Services Administration (GSA) for worker's compensation management support; \$250,000 from GSA for payroll preparation; \$176,000 from Transit, \$154,000 from Police, \$191,000 from Fire Rescue, \$92,000 from Corrections and Rehabilitation, \$61,000 from Aviation, and \$40,000 from the Non-Departmental General Fund for Testing and Validation support; and \$145,000 from the Office of ADA Coordination for the Outreach Intern Program
- DHR's table of organization for FY 2007-08 includes 19 positions (from 16 positions in FY 2006-07) funded by Transit, which positions support Transit-related payroll and other human resources services, and one position funded by the Miami-Dade Water and Sewer Department (Water and Sewer) to support Water and Sewer compensation services; the number of positions funded directly by DHR decreased to 132 in FY 2007-08 from 141 in FY 2006-07 due to the departmental reorganization (two positions) and tax relief-related reductions (seven positions)
- As a result of property tax relief initiatives, the DHR will eliminate seven positions throughout the Department (\$633,000); these reductions will consolidate certain administrative and service functions that resulted from the Department's reorganization, may reduce the amount of Americans with Disabilities Act (ADA)-related outreach provided to the disabled community and to County departments, and may reduce the Department's ability to refer employees to other employee well-being and support agencies
- As a result of the successful implementation of the Enterprise Resource Planning (ERP) recruitment module in FY 2006-07, the Department will, in FY 2007-08, eliminate \$207,000 in various line item expenditures that were associated with supporting the legacy recruitment system; other line item reductions with minimal operating impact include a reduction of \$50,000 in overtime in the Payroll Section and \$45,000 miscellaneous reductions in the Career Development and Recruitment and Compensation Divisions

General Services Administration

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

General Services Administration



SUMMARY

The General Services Administration (GSA) is an internal service department providing a wide range of central support services for the continued operation of County government.

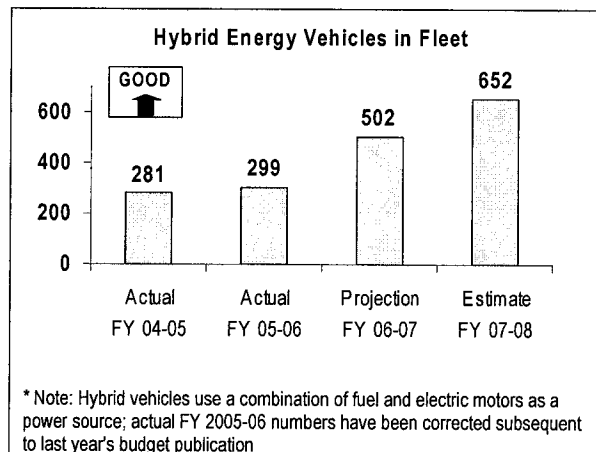
As part of the Enabling Strategies strategic area, GSA provides fleet management, centralized business services, facilities management and maintenance, insurance and risk management, facility design, construction and renovation, parking management, real estate acquisition and disposal, property joint development, and lease negotiation and management.

The Department's customers and stakeholders include County departments, certain municipalities, and the public visiting County buildings such as libraries, courthouses, and government center buildings.

COMMUNITY BUDGET DOLLARS AT WORK

	Actual FY 05-06	Projection FY 06-07	Estimate FY 07-08
• Average number of days to deliver supply requests	4.5	4.5	4.5
• Number of major projects completed under GSA Enhanced Maintenance & Repair (Sparkle) Program*	7	15	15
• Percent of invoices paid within 30 days of receipt	85%	88%	90%
• Percent of surveyed customers stating that they are satisfied with parking services	90%	93%	93%

* Note: Actual FY 2005-06 numbers have been corrected subsequent to last year's budget publication



FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<u>OFFICE OF THE DIRECTOR</u>	
<ul style="list-style-type: none">• Establishes and implements departmental policy; reviews and coordinates agenda submissions; reviews, coordinates, and implements policies enacted by the Board of County Commissioners (BCC)• Directs the County's master plans for facility development and land acquisition	
<u>FLEET MANAGEMENT</u> <ul style="list-style-type: none">• Maintains more than 9,300 vehicles, including police and sanitation equipment; prepares specifications for purchases and rental of mobile equipment; and provides fuel and maintenance services to municipalities and other governmental bodies	<u>ADMINISTRATIVE SERVICES</u> <ul style="list-style-type: none">• Provides department-wide computer systems support, Federal Emergency Management Agency reporting and disaster loss recovery• Provides accounting, personnel, and fiscal monitoring support and coordinates labor relations, training, and employee incentives functions• Administers parking operations
<u>MATERIALS MANAGEMENT</u> <ul style="list-style-type: none">• Manages printing and graphics services, U.S. and interoffice mail services, and office supplies• Oversees the County's fixed asset management system and administers surplus property disposal process	<u>FACILITIES AND UTILITIES MANAGEMENT</u> <ul style="list-style-type: none">• Manages and maintains County operated facilities; administers countywide security contracts for the protection of more than 300 locations; and manages and operates the production of chilled water and energy distribution• Administers the County's Energy Management Program• Provides countywide planning of energy management budgeting
<u>CONSTRUCTION MANAGEMENT AND RENOVATION SERVICES</u> <ul style="list-style-type: none">• Plans, designs, and manages new facility construction and routine interior renovations of County office space• Designs, fabricates, and installs facility signage• Performs minor repairs and maintenance of County operated facilities	<u>RISK MANAGEMENT</u> <ul style="list-style-type: none">• Administers self-insured workers' compensation and self-insured liability programs• Procures insurance coverage for County property• Monitors County contracts for insurance requirements• Administers Employee Benefits and the Safety and Loss Prevention programs
<u>REAL ESTATE DEVELOPMENT</u> <ul style="list-style-type: none">• Administers countywide joint real estate development, real property lease negotiation and management• Coordinates and prepares the County's master plans for facility development and land acquisition• Manages the County's Infill Housing Program	

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 05-06	Budget FY 06-07	Proposed FY 07-08
Revenue Summary			
General Fund Countywide	19,880	25,142	32,596
General Fund UMSA	8,434	10,766	14,335
Carryover	23,370	14,943	5,254
External Fees	2,178	1,694	5,191
Internal Service Charges	0	400	0
Federal Grants	0	600	0
Interagency Transfers	2,060	1,240	3,241
Internal Service Charges	190,193	208,958	241,868
Proprietary Fees	865	1,158	200
Total Revenues	246,980	264,901	302,685
Operating Expenditures Summary			
Salary	43,915	49,917	51,879
Fringe Benefits	13,369	16,041	16,877
Other Operating	126,822	129,561	172,846
Capital	22,324	47,644	32,844
Total Operating Expenditures	206,430	243,163	274,446
Non-Operating Expenditures Summary			
Debt Service	4,487	11,437	20,477
Reserve	0	7,926	5,309
Transfers	4,431	2,375	2,453
Total Non-Operating Expenditures	8,918	21,738	28,239

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 06-07	Proposed FY 07-08	Budget FY 06-07	Proposed FY 07-08
Strategic Area: Enabling Strategies				
Administration	6,669	7,449	59	59
Design & Construction Services	24,595	29,388	133	141
Facilities & Utilities Management	56,233	89,839	186	190
Fleet Management	119,633	110,524	272	273
Materials Management	15,787	16,472	55	55
Real Estate Development	2,871	3,155	25	25
Risk Management	17,375	17,619	128	128
Total Operating Expenditures	243,163	274,446	858	871

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Economic Development And Enabling Strategies

Desired Outcome	Highlights	Performance Impact
ED1-3: Increased number of low to moderate income homeowners (priority outcome)	Continue Infill Housing Initiative through the conveyance of lots to Community Development Corporations (CDCs) and for-profit firms and facilitate the sale of low-cost homes to low- to moderate-income families	Convey 125 infill lots to CDCs and for-profit firms in FY 2007-08 from 100 in FY 2006-07 and facilitate the sale of 125 low-cost homes to low- to moderate-income families in FY 2007-08 from 100 in FY 2006-07
ES4-2: Available, reliable systems	Improve the Emergency Generator Preventative Maintenance Program to provide maintenance and testing of 240 back-up generators annually	Increase to 85 percent in FY 2007-08 the amount of testing and scheduled preventative maintenance inspections completed from 75 percent in FY 2006-07
ES4-2: Available, reliable systems	Provide timely and reliable elevator inspection services	Reduce the average number of days to issue new elevator installation permits to 30 days in FY 2007-08 from 45 in FY 2006-07

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

ES4-6: County processes improved through information technology	Continue to implement the Enterprise Asset Management System application for the Design and Construction Services Division (DCSD) and the Facilities and Utilities Management Division (FUMD) (\$1.4 million)	Provide DCSD and FUMD customers and management with updated information about building renovations, construction, and service tickets; present transparent billing information; and track, accumulate and manage facilities repairs and condition reports
ES6-1: Safe, convenient and accessible facilities planned and built ready to meet needs	Manage construction of 34 scheduled Building Better Communities (BBC) Bond Program projects for several departments over the next 15 years (\$151.890 million total; \$13.185 million in FY 2007-08)	Deliver new and improved County facilities that provide various services to the community while improving safety, security, accessibility, and efficiency at various facilities (i.e. North Dade Government Center, Krome and Pre-Trial Detention centers, Miami-Dade Police Department Northwest Station, and the Department of Community Services' Wynwood and Culmer Neighborhood service centers)
ES6-1: Safe, convenient and accessible facilities planned and built ready to meet needs	Provide more effective security services and develop an enhanced security plan to protect County assets (\$400,000)	Provide Security Operations with a plan that will assess, mitigate and improve protection against security risks
ES6-1: Safe, convenient and accessible facilities planned and built ready to meet needs	Maintain the "Sparkle" Program in Facilities and Utilities Management Division to continue targeted building maintenance	Continue to complete 15 major projects through the Preventative Maintenance Team "Sparkle" Program in FY 2007-08
ES6-1: Safe, convenient and accessible facilities planned and built ready to meet needs	Provide architectural, design, and construction services to County departments (eight new positions funded from projects \$618,000)	Complete Phase "A" of the work on the smoke evacuation system at Turner Guilford Knight Detention Center; and continue project management of the Overtown Transit Village and Children's Courthouse facilities
ES7-1: Safe and reliable vehicles ready to meet needs	Provide quality customer services and well maintained County vehicles; and purchase Fleet Management Equipment Management System to replace legacy EMS (\$1.5 million)	Increase the percentage of light fleet equipment meeting or exceeding industry standards on specific repairs to 95 percent in FY 2007-08 from 50 percent in FY 2006-07
ES8-1: Sound asset management and financial investment strategies	Improve workers compensation claims' management process	Reduce average cost per claim by three percent to \$4,144 in FY 2007-08 from \$4,269 in FY 2006-07

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(Dollars in Thousands)	PRIOR	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FUTURE	TOTAL
Revenue									
Building Better Communities GOB Program	26,606	13,185	12,079	13,313	17,091	7,775	8,520	53,321	151,890
Capital Asset Acquisition Bond 2004B Proceeds	15,000	0	0	0	0	0	0	0	15,000
Capital Asset Acquisition Bond 2007 Proceeds	156,656	0	0	0	0	0	0	0	156,656
Capital Outlay Reserve	100	1,000	0	0	0	0	0	0	1,100
Future Financing	0	29,890	109,683	5,132	0	0	0	0	144,705
Operating Revenue	4,961	10,559	8,680	2,720	0	0	0	0	26,920
Sale of Surplus Property	933	0	0	0	0	0	0	0	933
Total:	204,256	54,634	130,442	21,165	17,091	7,775	8,520	53,321	497,204
Expenditures									
Strategic Area: Enabling Strategies									
Court Facilities	150	1,350	7,200	6,300	0	0	0	0	15,000
Departmental Information Technology Projects	907	1,500	0	0	0	0	0	0	2,407
Environmental Projects	450	1,000	600	0	0	0	0	0	2,050
Facility Improvements	3,365	32,446	21,978	30,654	14,786	6,775	7,120	23,337	140,461
New Facilities	125,607	44,723	124,118	980	4,255	1,000	1,400	35,203	337,286
Total:	130,479	81,019	153,896	37,934	19,041	7,775	8,520	58,540	497,204

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(Dollars in Thousands)				
	Actual FY 04-05	Actual FY 05-06	Budget FY 06-07	Projection FY 06-07	Proposed FY 07-08
Fuel and Lubricants	25,609	30,940	32,757	32,455	33,432
Contract Temporary Employees	1,384	1,317	1,041	1,655	1,371
Travel	68	74	98	116	127
Rent	2,198	2,899	2,221	2,567	2,589
Electricity	6,611	8,928	9,869	11,326	12,872
Security Services	6,630	7,008	6,870	6,530	6,972
Janitorial Services	5,901	6,305	7,712	8,087	8,317
Transfers and Reimbursements					
• County Attorney's Office – Legal Services	4,100	4,100	4,100	4,100	4,100
• Public Works Department - Safety Improvements	368	390	425	379	398
• Department of Human Resources - Payroll Support	346	327	332	315	315

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

ADDITIONAL COMMENTS AND HIGHLIGHTS

- The FY 2007-08 Proposed Resource Allocation Plan includes five additional positions for FUMD to operate the newly acquired Martin Luther King Building and Lightspeed Building (\$273,000)
- GSA continues to work with the Park and Recreation Department regarding obsolete heavy equipment replacement; GSA will provide \$1 million to the Park and Recreation Department in FY 2007-08 to replace their obsolete heavy equipment using the Fleet Replacement Trust Fund; the replacement cost of the equipment will be paid over ten years to GSA with a new General Fund allocation of \$200,000 annually; the Park and Recreation Department will transfer one maintenance mechanic position to GSA in FY 2007-08
- The FY 2007-08 Proposed Resource Allocation Plan includes \$668,000 from the General Fund to support the Real Estate Services Section as a result of the merger of the infill housing, the re-structuring of the GSA Real Estates Services Section, and the reduction of fees and rates adopted in FY 2006-07
- In FY 2007-08, the Fleet Management Division will initiate the development and site planning of the Fleet Centralized Vehicle Receiving Center and the Heavy Equipment Fleet Facility at the Homestead Air Reserve Base; additionally, the Fleet Management Division will continue the underground fuel storage replacement program to comply with the Environmental Protection Agency requirement and anticipates tank replacements at Crandon Park, Fleet Shop 3A, and Larry and Penny Thompson Park fuel stations
- The FY 2007-08 Proposed Resource Allocation Plan continues funding three Maintenance Mechanics positions to provide preventative maintenance to ten targeted Department of Community Services facilities (\$200,000 from COR funding)
- The FY 2007-08 Proposed Resource Allocation includes the transfer of \$10.485 million to the Capital Outlay Reserve to pay for building debt service
- As a result of property tax relief initiatives, the FY 2007-08 Proposed Resource Allocation Plan includes a reduction of \$210,000 in security expenditures at the Stephen P. Clark Center; savings will be achieved by making the north entrance the only open entry point into the main building
- The FY 2007-08 Proposed Resource Allocation Plan reduces funding for work order operating expenditures (\$1.942 million), service ticket operating expenditures (\$325,000), janitorial services (\$250,000), and work order reserve fund (\$1.372 million), which will result in delaying repairs and renovations and decrease the frequency of cleaning services to all GSA maintained facilities
- The FIU graduate program will now be required to pay for after-hours use of the SPCC that was previously covered by the County (\$206,000)
- As a result of property tax relief initiatives, in FY 2007-08, the Facilities and Utilities Management Division (FUMD) will reduce security and maintenance at the Richmond Heights Property (\$50,000), Homestead Air Reserve Base (\$100,000), and Landmark (\$250,000); security will be provided at these facilities during the evenings and partially during the day and the maintenance cycles will be conducted at lower intervals; the Department will also pursue an alternative funding source for the demolition of unsafe structures at the Homestead Air Reserve Base (\$800,000)
- The FY 2007-08 Proposed Resource Allocation Plan includes a savings of \$235,000 from the elimination of one Maintenance Technician (\$90,000) in FUMD and from personnel efficiencies in the Plant Operations section (\$145,000)

Procurement Management

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

Procurement Management



SUMMARY

The Department of Procurement Management (DPM) is responsible for the purchase of goods and services for more than 60 departments and offices that serve our community. Utilizing technology and sound business practices, DPM promotes full and open competition, with integrity and community inclusion, and ensures implementation of fair and transparent procurement practices. The Department has recently assumed the responsibility for Small Business Affairs (SBA). The primary focus of SBA is to strengthen local, small and emerging businesses by enhancing their ability to secure contracting opportunities and succeed after graduation from the County's small business programs.

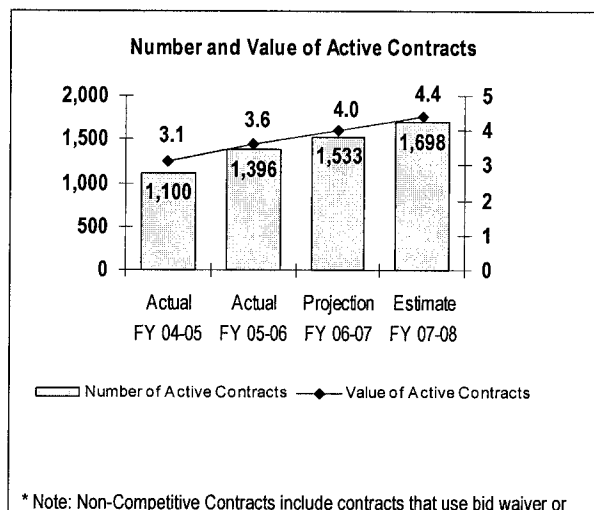
As part of the Enabling Strategies strategic area, DPM provides value added procurement services to all departments and offices within County government to meet the needs of the community; with a commitment to promoting growth of small business through the application of project participation measures, and compliance monitoring on county contracts. The Department manages the purchase of goods and services for over 1,400 active contracts valued at approximately \$3.6 billion, manages a database of 14,000 registered vendors and 1,600 certified small business. DPM performs multiple functions while managing the County's procurement activities, including finalizing needs assessments and scopes of work with users, advertising solicitations, holding bid openings/closings, reviewing technical responses, conducting market research, making vendor selections, conducting negotiations, and awarding and administering contracts.

In promoting full and open competition, the Department encourages vendor and business community participation through a procurement website, workshops, and outreach activities. Additionally DPM collaborates with industry, financial institutions, and governmental agencies to provide services such as mentoring, training, bonding and financial assistance under management, technical, and financial programs for small businesses.

COMMUNITY BUDGET DOLLARS AT WORK

	Actual FY 05-06	Projection FY 06-07	Estimate FY 07-08
• Number of comprehensive audits of contracts with small business participation requirements	159	128	100
• Number of comprehensive audits of projects with minimum wage requirement	223	300	250
• Processing time in calendar days for Invitations to Bid (ITB) (contracts valued over \$1 million)*	272	215	215
• Processing time in calendar days for Request for Proposals (RFP) (contracts valued over \$1 million)*	200	215	215

** Actual processing time measures from the date the scope of work is approved to



FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Establishes departmental policy; establishes Countywide procurement policy and procedures; establishes staff competency requirements and training programs; promotes full and open competition consistent with State Law and the County Code; implements policies enacted by the Board of County Commissioners (BCC) and the County Manager; and directs and manages the daily operations of the Department
- Conducts continuous audits to ensure compliance with established guidelines, resolutions, policies and procedures
- Provides staff support for the Living Wage Commission, Community Small Business Enterprise (CSBE) and Small Business Enterprise (SBE) Advisory Boards
- Monitors County funding for Chambers of Commerce and Community-based Organization (CBO) initiatives
- Coordinates the County's Selection Committee Process
- Reviews change orders to ensure compliance with wage and small business requirements

SMALL BUSINESS AFFAIRS DIVISION

- Administers the County's Anti-Discrimination Ordinance
- Reviews and conducts the comprehensive compliance and administrative and appellate hearings
- Administers the County's debarment process
- Administers Ordinance 98-30, 82-37, and Resolution 1049-93 to ensure compliance with the County's Affirmative Action Plan requirements
- Administers the Pre-Qualification Certification of architects and engineers
- Administers the Mentor-Protégé Program
- Administers management and technical assistance construction management training
- Administers Certification Process for SBE, CSBE, and DBE
- Provides forums, workshops, and seminars
- Reviews and analyzes projects for inclusion of contract measures for CSBE, Community Business Enterprise (CBE) and Community Workforce programs
- Reviews projects with contract measures for pre-award compliance; reviews and analyzes all construction projects for the applicability of a community workforce goal; and reviews and approves workforce plans for all projects in which a workforce goal was established
- Conducts weekly Review Committee meetings to present recommendations for various contract measures on County projects
- Enforces Compliance with Responsible Wages and Benefits and Living Wage, and three small business ordinances
- Provides review of construction bid awards, change orders, bid disputes, and construction dispute resolutions, including prompt payment issues on contracts with measures
- Administers Community Workforce Program (CWP)

ADMINISTRATIVE AND FISCAL DIVISION

- Manages the collection of User Access Program (UAP) revenues, including the inter-departmental implementation of UAP collection efforts
- Prepares divisional and departmental annual budget; develops quarterly expenditure and revenue reports; and reviews and processes departmental invoices
- Develops and monitors performance and quality measures
- Processes all personnel actions; assists vendors
- Develops and conducts ongoing training programs for departmental staff
- Conducts bid openings
- Tracks and monitors all County change orders in accordance with Resolution R-754-97

PURCHASING DIVISION

- Establishes contracts for commodities and services
- Prepares statistical reports and distributes and tracks all formal bid contracts
- Notifies bidders of status of contract award; performs a competency evaluation of bidders; and conducts pre-bid conferences
- Develops technical bid specifications for new and recurring bids; solicits proposals from prospective vendors; and evaluates proposals for recommendation to the BCC, when required

TECHNICAL SERVICES / INFORMATION SYSTEMS DIVISION

- Develops and processes countywide IT procurements
- Manages DPM's internal Management Information System functions
- Administers Local Area Network; and manages countywide Advanced Purchasing Inventory Control System (ADPICS)
- Develops and implements e-procurement and vendor performance initiatives
- Edits and maintains departmental web page
- Researches, develops, compiles, and disseminates quarterly, annual, and ad hoc reports

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 05-06	Budget FY 06-07	Proposed FY 07-08
Revenue Summary			
General Fund Countywide	1,887	5,767	3,430
General Fund UMSA	804	2,471	1,541
Carryover	3,234	2,322	2,808
Certification Fees	36	0	0
Contract Monitoring Fees	0	1,500	1,370
Delinquency, Billing, and Service Charges	0	0	891
Interest Earnings	0	0	4
Miscellaneous Revenues	36	5	10
Surcharge Revenues	7	10	0
User Access Program Fees	8,189	6,288	8,000
Capital Working Fund	6,180	0	0
Total Revenues	20,373	18,363	18,054
Operating Expenditures Summary			
Salary	10,832	12,545	11,721
Fringe Benefits	3,034	3,666	3,528
Other Operating	2,328	2,061	1,846
Capital	78	91	68
Total Operating Expenditures	16,272	18,363	17,163
Non-Operating Expenditures Summary			
Reserve	0	0	891
Total Non-Operating Expenditures	0	0	891

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 06-07	Proposed FY 07-08	Budget FY 06-07	Proposed FY 07-08
Strategic Area: Economic Development				
Small Business Affairs	8,778	6,685	101	71
Strategic Area: Enabling Strategies				
Administration	1,683	2,392	16	17
Bids and Contracts	3,730	3,798	48	47
Competitive Acquisition	603	434	7	5
Information Systems & Technical Services	883	969	5	6
IT Procurement	832	1,005	11	13
Request For Proposal	1,243	1,251	13	13
Transit's Invitation to Bid & Request for Proposal	0	0	4	4
Vendor Assistance	611	629	9	9
Total Operating Expenditures	18,363	17,163	214	185

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Economic Development And Enabling Strategies

Desired Outcome	Highlights	Performance Impact
ED1-1: Increased number of businesses and employment opportunities in higher-paying, targeted industries (priority outcome)	Certify and re-certify small business enterprises desiring to conduct business with the County in an efficient and expedited manner	Achieve an average turnaround time of 35 business days for the comprehensive review of first time certification applications and maintain an average of 20 business days for all re-certifications for various local and federal small business enterprise programs (CSBEs, CBEs, Micro/SBEs, LDBs, and DBEs), and technical certification for design firms

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

ED1-1: Increased number of businesses and employment opportunities in higher-paying, targeted industries (priority outcome)	Continue to analyze procurement, architectural and engineering, and construction contracts to apply CSBE, Local Development Business (LDB), CBE, SBE, and CWP goals and measures, as applicable	Maintain an average of nine business days to analyze construction, procurement, and architectural and engineering projects for goals and measures; continue to achieve a review of pre-award compliance reviews in an average of seven business days for procurement of goods and services, eight business days for architectural and engineering services, seven business days for construction projects, and maintain a turnaround time of two business days for review of CSBE schedule of intent affidavits for construction projects
ED1-9: Improved access to capital for small and minority businesses linked to meaningful technical assistance	Continue to provide small businesses with management and technical, bonding, and financial assistance through outreach activities that include an annual conference, workshops, seminars, and various training opportunities	Conduct 40 industry outreach activities to recruit and maintain participation of firms in the County's small business programs, resulting in increased participation in County contracts
ED4-2: Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome)	Continue to monitor small business, wage, and workforce programs through auditing and site visits, to ensure County contracts comply with applicable participation and wage requirements; and continue to meet with firms awarded County contracts to reduce the number of repeat violations	Conduct comprehensive audits of construction, procurement, and architectural and engineering projects to ensure compliance and perform site visits to verify mandated participation and wage compliance; every active construction project will be visited by the Department at least once a month and active procurement projects will be visited at least once a quarter; in addition, the Department will conduct one comprehensive audit during the life of that project
ES3-1: Streamlined and responsive procurement process	Reduce Request for Proposal (RFP) and Invitation to Bid (ITB) processing times through the implementation of business process improvements; processing time will be reduced by the elimination of non-value added tasks, parallel versus sequential processing, reduction in duration of individual tasks, and coordination with departments to prepare improved specifications appropriate for immediate competition; further cycle time reduction will be achieved through enabling legislation to support implementation efforts	Maintain the processing cycle time for contracts valued over \$1 million at 215 days, and maintain the processing cycle time for contracts valued under \$1 million at 135 days

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

ES3-2: Full and open competition	Continue to promote and foster full and open competition by identifying competitive opportunities, reducing bid waiver and sole source contracts, and monitoring the use of Small Purchase Orders	Reduce bid waiver and sole source contracts of total County contracts to 14 percent in FY 2007-08 from 15 percent in FY 2006-07
ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)	Continue previous efforts to build and strengthen competencies among procurement and support staff by continuing to provide training and professional development	Maintain level of professional development participation among DPM staff at 600 training units per year; ensure that 100 percent of staff attend at least one training event
ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)	Continue to develop training opportunities and workshops to provide employees with increased proficiencies in customer service, compliance monitoring, and departmental unity	Continue to provide professional development workshops for staff by conducting 25 workshops in FY 2007-08 to include wellness training, time management, writing skills, and team building exercises

CAPITAL BUDGET SUMMARY

(Dollars in Thousands)	PRIOR	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FUTURE	TOTAL
Revenue									
Capital Outlay Reserve	100	192	0	0	0	0	0	0	292
Total:	100	192	0	0	0	0	0	0	292
Expenditures									
Strategic Area: Enabling Strategies									
Computer and Systems Automation	100	100	0	0	0	0	0	0	200
Other	0	92	0	0	0	0	0	0	92
Total:	100	192	0	0	0	0	0	0	292

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(Dollars in Thousands)				
	Actual FY 04-05	Actual FY 05-06	Budget FY 06-07	Projection FY 06-07	Proposed FY 07-08
Travel	16	25	25	23	19
Employee Overtime	53	32	36	34	39
Contract Temporary Employees	190	143	110	127	121

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

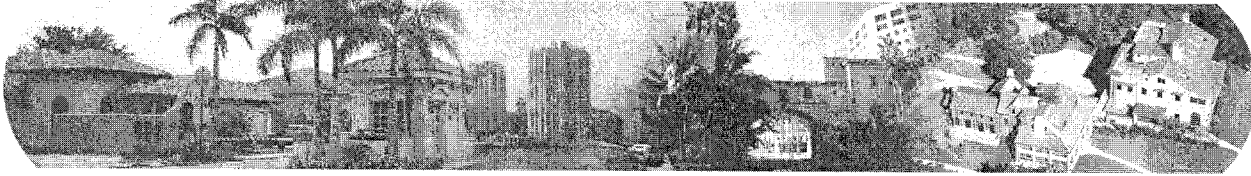
ADDITIONAL COMMENTS AND HIGHLIGHTS

- The FY 2007-08 Proposed Resource Allocation Plan includes \$8 million from the User Access Program (UAP), \$2.468 million in carryover, and \$10,000 in miscellaneous revenues for the funding of the procurement functions; the general fund subsidy was eliminated as a result of the Department's UAP revenue collections this fiscal year and their ability to sustain themselves with the revenues generated
- In May 2007, Small Business Affairs (formerly the Department of Business Development) was merged with DPM; a comprehensive top-to-bottom review of the organization, its structure, processes and legislation is being conducted aimed at maximizing efficiency and effectiveness of the small business programs and functions of the previous departments; prior to September 2007 a final recommendation on the proposed new structure will be issued
- The FY 2007-08 Proposed Resource Allocation Plan for the Small Business Affairs Unit includes \$4.971 million in General Fund subsidy a reduction of \$2.307 million from \$7.278 million in FY 2006-07, and \$1.370 million in Contract Monitoring Fees from the Miami-Dade Aviation Department and the Public Health Trust a reduction of \$130,000 from \$1.5 million in FY 2006-07 as a result of decreased contract monitoring
- The FY 2007-08 Proposed Resource Allocation Plan includes \$92,000 in funding from Capital Outlay Reserve (COR) for the Electronic Document Management System (EDMS); this will allow the Department to operate more efficiently by making files more accessible and easy to retrieve and by reducing paper retention and storage space
- A draft of the Enterprise Resource Planning (ERP) roadmap has been completed; however, the department will continue to work with the ERP working group to assess the rollout implementation methodology; in addition, to address the need to report and track vendor performance, full implementation of the Vendor Performance Database initiative will begin in FY 2007-08 using Capital Outlay Reserve (COR) funding (\$200,000)
- Included in the FY 2007-08 Proposed Resource Allocation Plan is the elimination of seven vacant positions and three long-term vacancies in the Small Business Affairs Unit; these positions were eliminated as part of departmental efficiencies
- The FY 2007-08 Proposed Resource Allocation Plan includes one Senior Procurement Contracting Officer position (\$108,000), added as an overage in FY 2006-07 to support the countywide implementation of the procurement module of the Enterprise Resource Planning Tool; and four in-stationed positions paid for by the Miami-Dade Transit Department necessary to meet Transit's growing procurement demands in the goods and services area
- The Department continues to implement free monthly procurement workshops open to the public on "How to Prepare an Invitation to Bid", a "Request for Proposal", and a "Request for Qualifications"
- The number of certified small business entities is expected to increase by 44 percent to 1,624 entities in FY 2006-07 from to 1,129 in FY 2005-06; in FY 2007-08, the Department is expecting a five percent increase in the number of certified business entities to 1,702
- The Department's FY 2007-08 Proposed Resource Allocation Plan includes an employee incentive pay supplement (\$58,000) which recognizes staff who obtain their professional procurement certification; this certification strengthens the employees competency and professionalism for the benefit of the public and County
- As a result of property tax relief initiatives, the following reductions will be implemented during FY 2007-08 in the Small Business Affairs Unit: 20 positions will be eliminated (\$1.702 million), the CSBE program will be reduced by \$441,000 to \$224,000 from \$665,000 in FY 2006-07 resulting in decreased community outreach and training to the small business enterprises; in addition, miscellaneous operating (\$94,000), temporary assistance (\$44,000), and employee overtime (\$22,000) were also reduced and as a result the unit will have to make minor adjustments in their operational spending; and funding for new desktop computers were reduced by \$23,000 to \$5,000 from \$28,000 in FY 2006-07 resulting in the unit reassessing their technology needs for the future

Property Appraiser

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

Property Appraisal



SUMMARY

The Property Appraisal Department is responsible for administering the State of Florida ad valorem tax system for Miami-Dade County. The department's primary responsibility is to identify and appraise all real and tangible personal property within the county and certify the annual tax roll with the Florida Department of Revenue (DOR). Additional responsibilities include the maintenance of all associated property records, the administration of all exemptions, and the annual notification of all property owners in Miami-Dade County of the assessed value of their property.

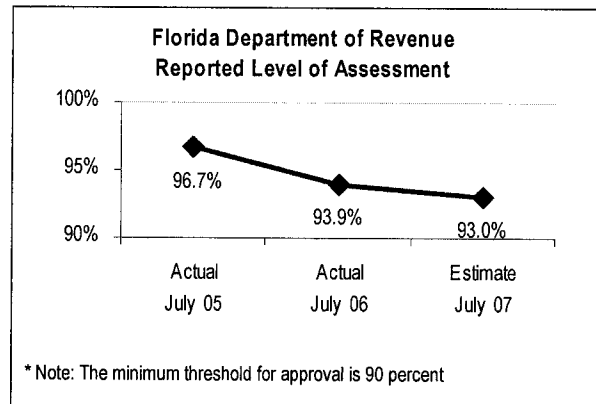
As part of the Enabling Strategies strategic area, the department performs statutory functions related to the assessment of property for ad valorem taxes, which are vital to the financial health of local tax-supported government services including County, municipalities, public schools, water management, fire, police, libraries, and voter-approved debt payments.

To fulfill its responsibilities, the Property Appraisal Department communicates on a routine basis with Miami-Dade County property owners, County Commissioners, the Tax Collector, County Agencies, the Florida Department of Revenue (DOR), and numerous taxing authorities. The department's responsibilities are established by the Florida Constitution and regulated by Florida Statutes and DOR rules and regulations.

COMMUNITY BUDGET DOLLARS AT WORK

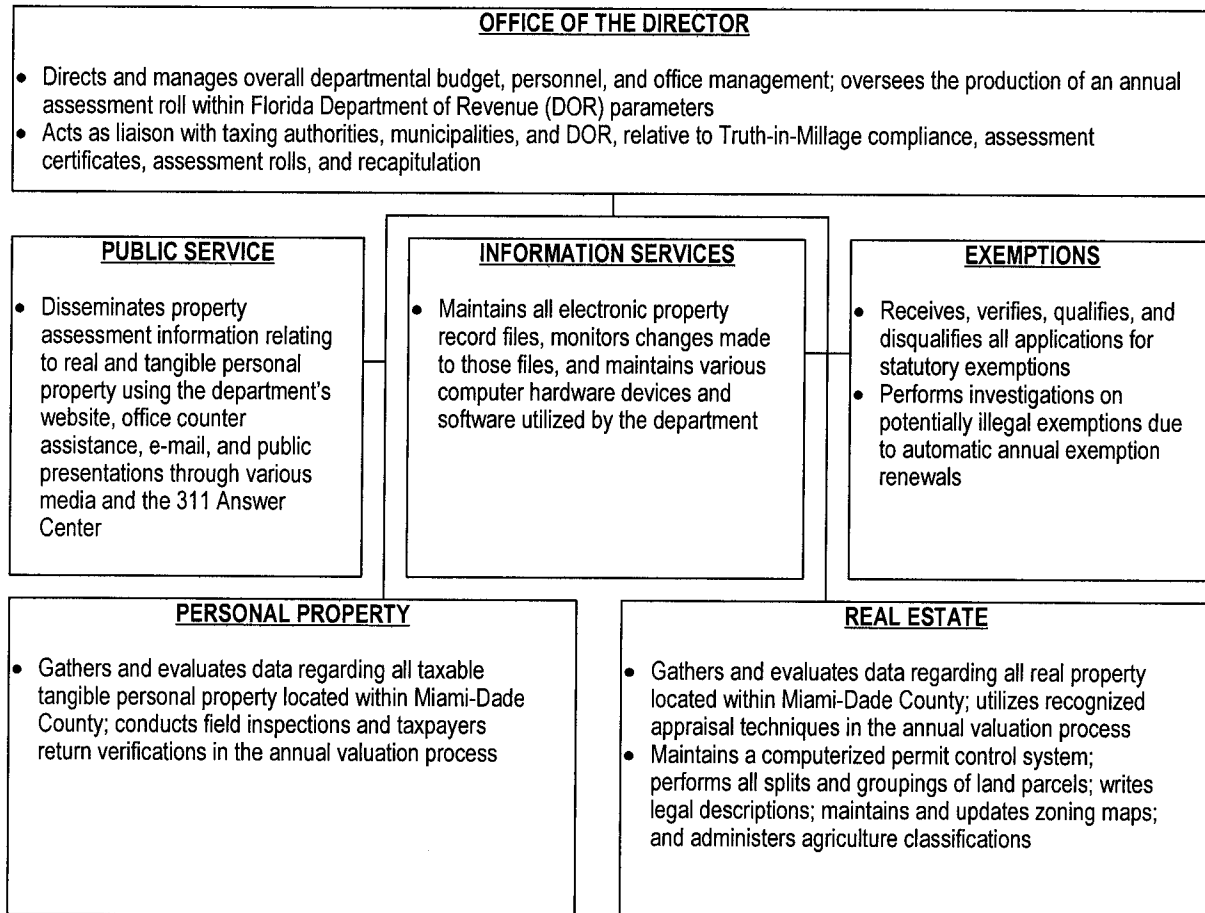
	Actual FY 05-06	Projection FY 06-07	Estimate FY 07-08
• Number of annual "unique visitors" to website (in thousands)	1,577	1,660	1,660
• Number of exemption applications received	90,606	94,000	108,000
• Number of public service requests	20,597	25,000	30,000
• Number of Value Adjustment Board Hearing petitions	49,379	60,000	60,000

* Actual FY 2005-06 numbers have been corrected subsequent to last year's budget publication



FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

TABLE OF ORGANIZATION



FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 05-06	Budget FY 06-07	Proposed FY 07-08
Revenue Summary			
General Fund Countywide	19,606	23,145	25,227
Reimbursements from Taxing Jurisdictions	1,995	2,033	2,056
Total Revenues	21,601	25,178	27,283
Operating Expenditures Summary			
Salary	15,066	16,787	17,409
Fringe Benefits	4,454	5,311	5,605
Other Operating	2,037	3,006	4,208
Capital	44	74	61
Total Operating Expenditures	21,601	25,178	27,283

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 06-07	Proposed FY 07-08	Budget FY 06-07	Proposed FY 07-08
Strategic Area: Enabling Strategies				
Administration	3,904	5,176	13	15
Information Systems & Technical Services	2,262	2,302	17	17
Operations	19,012	19,805	253	277
Total Operating Expenditures	25,178	27,283	283	309

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Enabling Strategies

Desired Outcome	Highlights	Performance Impact
ES8-4: Cohesive, standardized countywide financial systems and processes	The FY 2007-08 Capital Budget includes carryover funding of \$1.88 million from the Capital Outlay Reserve to continue the implementation of the Computer Aided Mass Appraisal (CAMA) system (total project cost \$7.168 million)	Complete all systems acceptance testing in the third quarter of FY 2006-07 and complete required training of staff with passing scores of 75 percent or greater in the fourth quarter of FY 2006-07; begin production implementation in the first quarter of FY 2007-08; the CAMA system will allow the department to perform its statutorily required functions in a more effective and productive manner by integrating the department's existing software applications into one comprehensive system
ES8-5: Effective County tax collection and property appraisal process	Continue to provide exemption process by receiving, verifying, and approving or disapproving applications for statutory exemptions by July 1, thereby meeting the DOR standards for a certified tax roll	Post 65 percent of on-time exemption applications (28,000) and 70 percent of on-time senior exemption renewals (29,000) by the March 1 deadline; remove unwarranted exemptions for control; and complete 8,000 homestead renewal investigations by June 1

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

ES8-5: Effective County tax collection and property appraisal process	Continue real estate and condominium appraisal process at current level	Meet the Alternate Level of Assessment criteria set by DOR (no less than 90 percent for strata 01 - residential properties, 02 - multi-family properties, and 06 - commercial and industrial properties)
ES8-5: Effective County tax collection and property appraisal process	Continue personal property appraisal process at current level	Complete 85,000 field inspections by February 15; complete assessment of on-time returns by June 15; complete late returns by August 15; complete Value Assessment Board (VAB) appeals by August 31; and comply with DOR 2006-07 audit requirements with current staff
ES8-5: Effective County tax collection and property appraisal process	Continue to provide information services	Process and verify all data changes within two days of data entry; scan, validate, and verify all VAB submissions within one hour of receipt; and address all public service requests within one week

CAPITAL BUDGET SUMMARY

(Dollars in Thousands)	PRIOR	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FUTURE	TOTAL
Revenue									
Capital Outlay Reserve	7,168	0	0	0	0	0	0	0	7,168
Total:	7,168	0	0	0	0	0	0	0	7,168
Expenditures									
Strategic Area: Enabling Strategies									
Departmental Information Technology Projects	5,285	1,883	0	0	0	0	0	0	7,168
Total:	5,285	1,883	0	0	0	0	0	0	7,168

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(Dollars in Thousands)				
	Actual FY 04-05	Actual FY 05-06	Budget FY 06-07	Projection FY 06-07	Proposed FY 07-08
Contract Temporary Employees	44	76	69	96	99
Travel	7	3	10	5	10
Employee Overtime	237	8	3	18	20
Printing and Reproduction	419	173	260	260	260
Postage	197	590	618	620	620

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

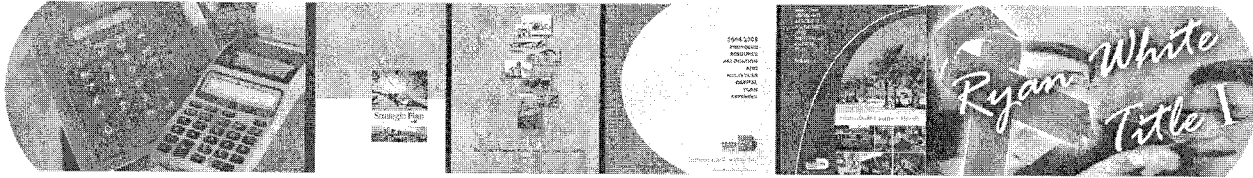
ADDITIONAL COMMENTS AND HIGHLIGHTS

- In FY 2006-07, one Legal Specialist position was added as an overage in the Office of the Director in order to meet the increasing demands of on-going litigation; the Department's FY 2007-08 Proposed Resource Allocation Plan includes this position
- In FY 2007-08, the Department will continue its Citizen Education and Public Outreach Program to educate the residents of Miami-Dade County regarding important property tax issues and exemption opportunities
- Pursuant to State Statute, the Tax Collector's Office will continue to charge a collection fee for the collection of all special district and non-ad valorem assessment revenues collected on the tax bill; the collection fee will be a flat one percent and will cover notification and collection expenses incurred by the Tax Collector's and Property Appraiser's offices
- The Department's FY 2007-08 Proposed Resource Allocation Plan includes in its base a 2.7 percent increase in attrition from 2.5 to 5.2 percent (\$600,000) in order to more accurately reflect the Department's actual attrition levels
- In FY 2007-08, pursuant to Florida Statute 193.023, which requires the Property Appraiser to physically inspect every property at least once every five years, the Department will implement the Five Year Re-inspection Project (\$2.28 million); implementation includes acquisition of street-level imaging, oblique photography, and creation of a Property Appraisal Quality Control Team; the team will be comprised of 25 additional positions in the Real Estate Division and will be responsible for performing re-inspections and ensuring accuracy of work

Strategic Business Management

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

Strategic Business Management



SUMMARY

The Office of Strategic Business Management (OSBM) supports the County's results-oriented government activities to maximize the use of the County's limited revenue resources. The Department's activities include supporting the strategic planning process, preparing and monitoring the County's resource allocation plan, providing management consulting and other program evaluation services to County departments, facilitating performance reporting mechanisms, administering the distribution of the Ryan White HIV/AIDS Treatment Modernization Act of 2006 federal grant, administering and coordinating the Miami-Dade County Tax Increment Financing (TIF) Program, and providing assessments and recommendations relative to the socio-economic impact of current and potential projects, programs, and activities, including suggestions for modifications to enhance the effectiveness of the County's resource allocation process.

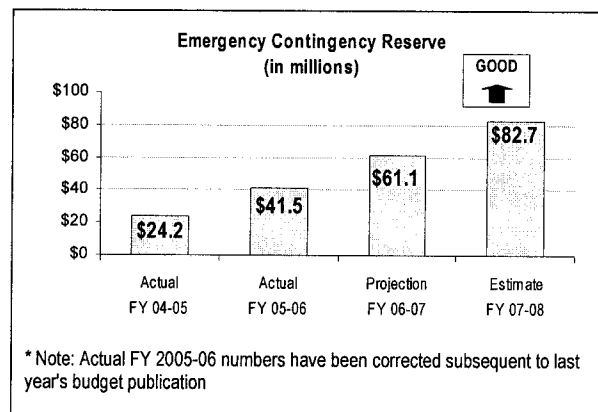
As part of the Enabling Strategies, Health and Human Services, and Economic Development strategic areas, OSBM provides policy analysis regarding incorporation, annexation, and interlocal service contracting; supports the County's strategic planning and business planning processes; conducts organizational, management, and business process reviews; researches grant and revenue generating opportunities; provides technical assistance to County departments seeking grant funding; manages and administers the federal Ryan White HIV/AIDS Treatment Modernization Act grant (federal grant reauthorized in 2006 to address the health care and service needs of people living with HIV disease and their families in the United States); promotes efforts to revitalize distressed areas, or areas with impediments to private and public development; analyzes socio-economic impacts of policy implementation; and develops the County's annual resource allocation plan.

Stakeholders include the Mayor, the Board of County Commissioners, all County departments, other governmental entities, residents involved in incorporations or annexations, low-income residents living with HIV or AIDS, CRA district property owners, private developers, municipalities, UMSA CRA boards, advisory boards, and community-based organizations seeking grant funding.

COMMUNITY BUDGET DOLLARS AT WORK

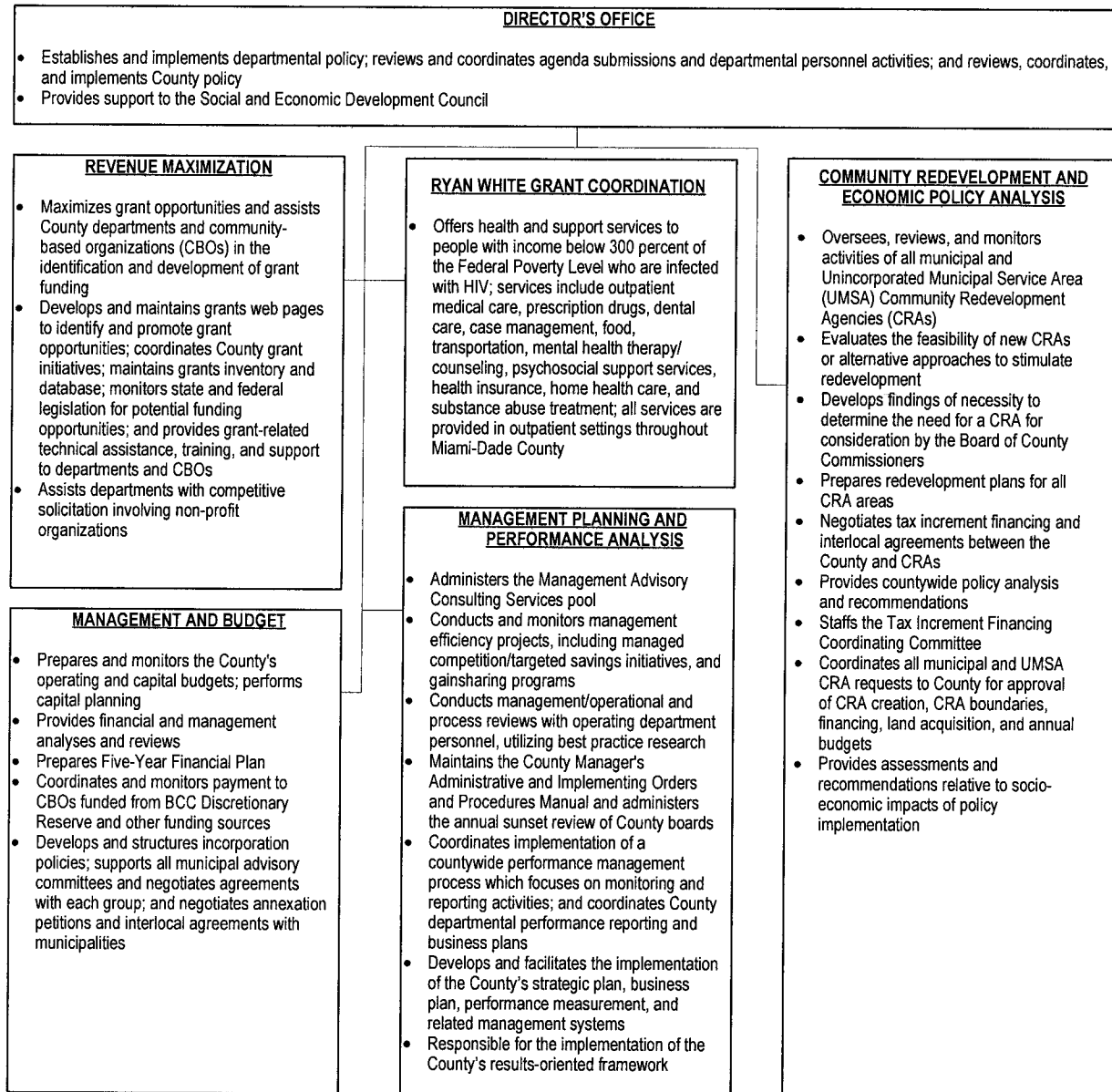
	Actual FY 05-06	Projection FY 06-07	Estimate FY 07-08
• Grant dollars received as part of OSBM revenue enhancement activities (in millions)**	\$25.8	\$56.5	\$40.0
• Percentage Increase in total CRA Taxable Value compared to the County	56%	25%	25%
• Percentage of funds expended as part of the Ryan White HIV/AIDS Treatment Modernization Act Grant*	98%	98%	98%

* Note: Based on grant fiscal year (March 1 through February 28)
**Note: Actual FY 2005-06 numbers have been corrected subsequent to last year's budget publication



FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

TABLE OF ORGANIZATION



FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 05-06	Budget FY 06-07	Proposed FY 07-08
Revenue Summary			
General Fund Countywide	3,554	4,490	4,584
General Fund UMSA	2,421	3,057	2,059
CRA Administrative Reimbursement	226	524	316
Carryover	465	0	0
Ryan White Care Act	24,551	23,999	22,928
Interagency Transfers	707	255	225
Total Revenues	31,924	32,325	30,112
Operating Expenditures Summary			
Salary	5,602	6,594	5,616
Fringe Benefits	1,223	1,595	1,477
Other Operating	23,604	24,075	22,828
Capital	96	61	191
Total Operating Expenditures	30,525	32,325	30,112

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 06-07	Proposed FY 07-08	Budget FY 06-07	Proposed FY 07-08
Strategic Area: Health and Human Services				
Ryan White	23,999	22,928	13	13
Strategic Area: Economic Development				
Community Redevelopment & Economic Policy Analysis	564	596	5	4
Strategic Area: Enabling Strategies				
Administration	1,395	1,262	10	9
Annexation and Incorporation	997	0	6	0
Management and Budget	2,532	2,728	21	17
Management Planning and Performance Analysis	2,250	2,008	17	14
Revenue Maximization	588	590	5	5
Total Operating Expenditures	32,325	30,112	77	62

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Economic Development And Enabling Strategies And Health and Human Services

Desired Outcome	Highlights	Performance Impact
ED4-1: Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas (priority outcome)	Provide funding to redevelop and eliminate slum and blight in 11 Community Redevelopment Areas	Increase the taxable value of the areas 25 percent more than the County taxable value as a whole
ES8-2: Planned necessary resources to meet current and future operating and capital needs	Produce and distribute the Proposed Resource Allocation and Multi-Year Capital Plan by July 15 and the Final Adopted Business Plan, Budget, and Five-Year Financial Outlook in the first quarter of the fiscal year	Ensure effective budgeting and develop helpful forecasting reports
ES8-2: Planned necessary resources to meet current and future operating and capital needs	Negotiate conceptual agreements with Municipal Advisory Committees in areas considering incorporation; negotiate annexation agreements with municipalities; negotiate interlocal agreements; and coordinate the transition of services to newly incorporated municipalities	Continue implementing the Board of County Commissioners' incorporation policies

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

ES8-2: Planned necessary resources to meet current and future operating and capital needs	Perform weekly updates to the grant resources web page on the County's web portal to identify federal, state, local, private, and international grant opportunities for County departments and community-based organizations	Continue to ensure adequate revenue streams
ES9-5: Continuously improving government (priority outcome)	Align strategic priorities throughout the organization	Increase the number of active automated performance management system users to 1,000 in FY 2007-08 from 600 in FY 2006-07 and continue to provide technical and training support
ES9-5: Continuously improving government (priority outcome)	Align strategic priorities throughout the organization	Align at least 100 percent of strategic plan outcomes with objectives, measures or initiatives in performance management system
ES9-5: Continuously improving government (priority outcome)	Continue seeking opportunities for operational efficiencies and cost savings	Negotiate and sign two new gain-sharing/performance-based bonus program agreements with County departments
ES9-5: Continuously improving government (priority outcome)	Provide employee incentives for operational efficiencies and cost savings	Close out all gainsharing Memoranda of Understanding prior to the second pay period in December of each year
HH4-1: Healthier community (priority outcome)	Continue promoting independent living through early intervention and support services	Prepare the County's annual Ryan White Grant application, in compliance with all federal requirements, and obligate all direct Ryan White client service grant funds by July

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(Dollars in Thousands)				
	Actual FY 04-05	Actual FY 05-06	Budget FY 06-07	Projection FY 06-07	Proposed FY 07-08
Legal Notices	97	44	91	78	80
Travel	35	26	31	32	40
Ryan White Grant (Federal Funding)	26,805	25,017	23,999	24,574	22,635

FY 2007 - 08 Proposed Resource Allocation and Multi-Year Capital Plan

ADDITIONAL COMMENTS AND HIGHLIGHTS

- The FY 2007-08 Proposed Resource Allocation Plan includes reimbursements for administration from the Metropolitan Planning Organization (\$50,000) and the Finance Department Bond Administration Division (\$175,000)
- Initial efforts to perform the first five-year update of the Countywide Strategic Plan are underway; the updated plan is expected to be brought to the Board of County Commissioners for approval during FY 2007-08
- During FY 2006-07, the Management Planning and Performance Analysis Division has been engaged in a number of projects including analysis of the procurement model utilized by the Enterprise Technology Services Department, analyzing and developing recommendations for staffing the Park and Recreation Department's capital program, as well as working in conjunction with the County Manager's Special Assistant for Management and Performance Assessment to examine potential efficiencies in the Department of Solid Waste Management's trash collection services
- The FY 2007-08 Proposed Resource Allocation Plan includes funding in the non-departmental management consulting budget (\$200,000) for start-up costs associated with management consulting services related to CRA activities; these costs will be reimbursed upon the creation of a CRA and the collection of the TIF revenues from that respective CRA
- During FY 2006-07, OSBM has been working with the Community-based Organization (CBO) Working Group to review the performance evaluation process, contract documents, insurance requirements, and other monitoring functions that are currently being performed in an effort to streamline the entire CBO process; in addition, OSBM has been working with the CBO Working Group to develop a framework for a standardized CBO monitoring web application envisioned as a one-stop location for CBOs to interact with the County when requesting funding information
- The FY 2007-08 Proposed Resource Allocation Plan reflects a reduction of 15 positions in OSBM; eight vacant positions are eliminated, including one Assistant Business Analyst, two Business Analyst, and one Assistant Director, and four Management Trainee positions in the Management and Budget Division; one filled OSBM Coordinator in Administration; the Annexation and Incorporation Division is also eliminated, which includes four filled and two vacant positions; four Senior Business Analyst positions, one Business Analyst position, and one executive secretary position; those duties and responsibilities will be transferred with one OSBM coordinator position to the Management and Budget Division